

Board of Directors Meeting

February 1, 2023
Via Zoom Meeting



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

February 1, 2023

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ACCE Board of Directors Meeting

February 1, 2023 | 2:00 p.m. EST

Virtual

AGENDA

- 2:00 pm** **Welcome**
- 2:10 pm** **President's Report**
- State of ACCE
 - 2023 strategic initiatives & opportunities
 - Office move
 - Convention updates (2023-2025)
- 2:45 pm** **Governance**
- Review and Approve Minutes – October 13, 2022 Meeting
 - Consent Agenda – New Members for Approval
 - Nominations – Open Board Seats
 - Treasurer's Report
 - Financial Report
 - Investment Strategy
 - Audit Update
 - Nominations Update
- 3:15 pm** **Foundation Update**
- 3:20 pm** **Open Discussion**
- The latest 2023 Edelman Trust Barometer findings and its implications for business and chambers of commerce.
- 4:00 pm** **Adjourn**



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors Governance Meeting Calendar

2023

January/February (virtual)

*Finance Committee	Jan. 31	12:30 – 1:30 pm EST
*Executive Committee	Jan. 31	2-4:00 pm EST
Board of Directors	Feb. 1	2-4:00 pm EST

April Oklahoma City, OK

*Finance Committee	April 12	12:30 – 1:30 pm CDT
*Executive Committee	April 12	2-4:00 pm CDT
Board Reception or Dinner	April 12	6 or 6:30pm CDT
Board of Directors	April 13	8:15 am – 2:30 pm CDT

July Salt Lake City, UT

*Finance Committee	July 31	Time TBD
*Executive Committee	July 31	Time TBD
Board of Directors	July 31	Time TBD

October Alexandria, VA

*Finance Committee	Oct. 25	1-2:00 pm EDT
*Executive Committee	Oct. 25	2:30 – 4:30 pm EDT
Board Reception or Dinner	Oct. 25	6:00 or 6:30 pm EDT
Board of Directors	Oct. 26	8:15 am – 2:30 pm EDT

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

Additional committee meetings via conference call announced as needed.



2022 AT A GLANCE

173

New Members

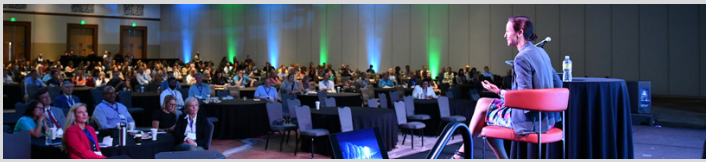
450

Chamber STORIES SHARED ON ACCE Sites

550

Challenges ADDRESSED by AskACCE

Rating: ★★★★★ 4.8/5



1,000

CONVENTION ATTENDEES

343

REGIONAL MEETING ATTENDEES



8 New Certified Chamber Executives



133

webinars & roundtables

1,054

sample documents shared in the Knowledge Exchange

NEW

Certificate in Chamber Management

NEW

DEI Resource Guide

NEW

Strategic Plan for 2023-2026



#CHAMBERSTRONG

SUPPORT YOUR LOCAL CHAMBER OF COMMERCE DAY

3.5 MILLION

#ChamberStrong impressions for Support Your Local Chamber Day

200 CHAMBERS

used graphics & video designed by ACCE to celebrate the day



FOUNDATION

ACCE Foundation was awarded 6 grants totalling \$2.5 million.



FRINGE BENEFITS



328 Chambers in 401k Program

402 Chambers in Insurance Program

174 Chambers in 457b Program

ACCE Board of Directors Meeting

October 13, 2022 | 8:15 a.m. EDT
National Association of Counties
Washington, DC

MINUTES

Present: Sara Armstrong, Linda Ashworth, Becky Bartoszek, Amber Batchelor, Jason Benitez, Alisha Benson, Carl Blackstone, Kathy Blank, Kati Capozzi, Terra Carroll, Doris Carson Williams, Kim Casko, Chip Cherry, Adrienne Cole, Omar Cuevas, Natalie English, Tiffany Esposito, Ian Fletcher, Dottie Gallagher, Barbara Jean Garza, Christy Gillenwater, Eric Godet, David Griggs, Robert Heidt, Jr., Pammie Jimmar, Adam Knapp, Sandra Lombana Lindquist, Matt Morrow, Carlos Phillips, Brittany Quick-Warner, Sara Ray, Joe Reardon, Jim Rooney, Tony Vedda, Allison Walden and Angie Whitcomb

Excused: Juliet Abdel, Brian Anderson, Beth Bowman, Katy Brooks, Greg Durocher, Joshua Gunn, Andy Johnston, Michel Leblanc, Todd Letts, Megan Lucas, Kelle Marsalis, Lori Mattson, Derek Miller, Rachel Morris, Jim Page, Amanda Payne, Matt Pivarnik, Nicole Quiroga, Jeff Rea, Natalie Rubalcava, Maria Salinas, Todd Sanders, Mary Beth Sewald, Kevin Sheilley, Bryan Starr, Sherry Taylor, Ashli Watts and Sandra Wilson

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

Chair Christy Gillenwater called the meeting to order and welcomed new officers and board members.

ACCE strategic partner META addressed the board to discuss federal policy initiatives impacting small business and the role of chambers in these efforts.

Chair Gillenwater then asked the board to review the minutes from the July 26, 2022 meeting. A motion to accept the minutes was made by Omar Cuevas and seconded by Doris Carson Williams. *Motion carried.*

Gillenwater 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 Kathy Blank and seconded by Dottie Gallagher. *Passed.*

Gillenwater shared that a few directors have left their chambers and there are open seats to fill:

- Eric Godet has moved to an ex officio seat as Major Cities Chair and Pammie Jimmar is the candidate to assume his at-large seat through July 2023
- Derek Miller is slated to fill the executive committee at-large seat which pairs with the ex officio/convention host board position, through July 2023
- Hamad Buamim has left the Dubai Chamber; an invitation to fill this seat is out for consideration and if accepted, we'll vote at our next governance meetings
- Henry Florsheim has left the Wichita Falls Chamber. A candidate for consideration is being discussed and will be presented at our next meeting
- Michael Huber has left the Indy Chamber. A replacement for his executive committee and board seats will be presented for approval as soon as it is determined

Gillenwater asked for a motion to approve Pammie Jimmar and Derek Miller to fill these vacant seats effective immediately. Natalie English made a motion to approve. Seconded by Jim Rooney. *Passed.*

Gillenwater called on Treasurer Alisha Benson for the financial report. Benson noted our strong cash position of over \$4.4 million with consolidated net assets of \$4.1 million. Our annual convention was well attended, meeting our target for registration revenue and exceeding our goal for sponsorship funding. Final

convention financials will be presented once all outstanding invoices have been received. Membership revenue is 7% above budget. Overall, expenses from operations are lower than budget. Net income for both ACCE and FBI are better than budget and the foundation has a positive net income. A motion to accept the financial report was made by Eric Godet and seconded by Allison Walden. *Passed.*

CFO Jacqui Cook shared an update on our investment strategy. ACCE will invest a significant portion of cash into the vehicles previously approved by the finance and executive committees and board. ACCE is in a strong position with respect to cash flow, with increased revenue due to improved collections processes and automations, general economic recovery, strong membership performance and the return to in-person programming.

Gillenwater then *convened* the FBI Annual Stockholders Meeting, a required yearly meeting of ACCE's wholly owned, for-profit subsidiary. Chair Robert Heidt presented two FBI board candidates for consideration: Roy Nascimento of the North Central Massachusetts Chamber and Candace Boothby of the Newnan-Coweta Chamber. He made a motion to approve the candidates which was seconded by Linda Ashworth. *Motion carried.*

Heidt went on to note that an audit of the processes, procedures and structure of FBI has been completed. The audit report will be reviewed by the board and trustees to determine next steps. Lastly, the benefits team will meet in November to document new internal procedures and develop additional year-end training content and plan administrator education. Chair Gillenwater then *adjourned* the FBI Annual Stockholders Meeting.

Foundation Chair Ian Fletcher provided an update on the foundation and its latest work.

CEO Kelly provided the president's report. This included an update on the state of ACCE including a possible relocation of its headquarters upon expiration of its current lease in November, the annual convention and other focus areas.

Kelly then presented the ACCE strategic plan for 2023-2026 which was endorsed unanimously by the executive committee at its meeting yesterday. A motion to approve the strategic plan was made by Carl Blackstone and seconded by Becky Bartoszek. *Passed.*

Kelly led a panel discussion focusing on the current and future state of America. Panelists included key C-suite and senior staff from the National Association of Counties, the National League of Cities and the National Governors Association.

Andy Bauer from the Federal Reserve Bank of Richmond shared the latest statistics and factors affecting the current and future state of the economy.

A series of micro-session discussions led by select board members followed. Topics included freemium membership models, addressing crime, and the commitment to and importance of board diversity.

Gillenwater made closing remarks. *Meeting adjourned.*

New members for approval from 10/1/2022 through 1/20/2023

Greater Keller Chamber of Commerce
Muhlenberg Alliance for Progress
Kirkwood Des Peres Area Chamber of Commerce
River Falls Chamber of Commerce
Brevard/Transylvania Chamber of Commerce
USA Minority Chamber of Commerce
Destin Chamber of Commerce
Shelby County Chamber of Commerce
Gainesville Area Chamber of Commerce
Cottage Grove Area Chamber
Hillsborough/Chapel Hill Chamber of Commerce
Carlsbad Chamber of Commerce
Invest Buffalo Niagara
Franklin Area Chamber of Commerce
Cheektowaga Chamber of Commerce
Atascadero Chamber of Commerce
Yarmouth Chamber of Commerce
Greater Key West Chamber of Commerce
Greater Madison Area Chamber of Commerce
Hendersonville Area Chamber of Commerce

**Association of Chamber of Commerce Executives
Consolidated Projects
For the Eight Months Ending November 30, 2022**

JC-09CONSBS
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	2,703,326.56	\$470,831.40	\$1,643,878.16		\$4,818,036.12
Investments	492,815.36	\$0.00	\$0.00		\$492,815.36
Investments - 457B	218,465.72	\$0.00	\$0.00		\$218,465.72
Investment in Subsidiary	530,990.23	\$0.00	\$0.00		\$530,990.23
Accounts Receivable - General (net)	43,505.15	\$98,122.83	\$0.00		\$141,627.98
Accounts Receivable - Trust	0.00	\$75,749.52	\$0.00		\$75,749.52
Grant Receivable	0.00	\$0.00	\$0.00		\$0.00
Due from Related Entities	271,495.26	\$0.00	\$0.00	(271,495.26)	\$0.00
Prepaid Expenses	55,322.60	\$13,635.02	\$3,356.41		\$72,314.03
Prepaid Virtual Summit	0.00	\$0.00	\$0.00		\$0.00
Prepaid Expenses - Convention	16,699.53	\$0.00	\$0.00		\$16,699.53
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	143,111.01	\$59,051.62	\$0.00		\$202,162.63
TOTAL ASSETS	\$4,487,043.54	\$718,365.39	\$1,647,234.57	(\$271,495.26)	\$6,581,148.24
LIABILITIES					
Accounts Payable & Accrued Expenses	52,487.21	(\$4,596.72)	(\$850.50)		\$47,039.99
Accounts Payable - Trust	3,345.21	\$0.00	\$0.00		\$3,345.21
457B Liability	218,465.72	\$0.00	\$0.00		\$218,465.72
Due to Related Entities	0.00	\$188,496.07	\$82,999.19	(271,495.26)	\$0.00
Deferred Dues	747,769.01	\$0.00	\$0.00		\$747,769.01
Deferred Other	(1,068.00)	\$3,396.55	\$1,306,075.74		\$1,308,404.29
Deferred Rent	93,554.75	\$0.00	\$0.00		\$93,554.75
Deferred Convention	0.00				\$0.00
Deferred Revenue - National Sponsors	23,391.57				\$23,391.57
Deferred Revenue - Convention	0.00				\$0.00
Note Payable	0.00	\$0.00	\$0.00		\$0.00
Capital Lease Obligations	15,026.00	\$0.00	\$0.00		\$15,026.00
TOTAL LIABILITIES	\$1,152,971.47	\$187,295.90	\$1,388,224.43	(\$271,495.26)	\$2,456,996.54
NET ASSETS					
Net Assets - Unrestricted	3,043,452.35	\$537,446.75	\$236,221.05		\$3,817,120.15
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
Y1D Change in Net Assets	290,619.72	(\$6,377.26)	\$22,789.09		\$307,031.55
TOTAL NET ASSETS	\$3,334,072.07	\$531,069.49	\$259,010.14	\$0.00	\$4,124,151.70
TOTAL LIABILITIES & NET ASSETS	\$4,487,043.54	\$718,365.39	\$1,647,234.57	(\$271,495.26)	\$6,581,148.24

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending November 30, 2022

	November 22 YTD ACTUAL	November 22 YTD Budget	2022-23 Annual Budget	November 22 Actual vs. Budget YTD \$\$ Variance	November 22 Actual vs. Budget YTD % Variance
FBI					
Total FBI Revenue	725,485.50	720,666.67	1,081,000.00	4,818.83	1%
Total FBI Expense	731,862.76	811,704.00	1,217,556.00	(79,841.24)	(11%)
FBI Net Income	(6,377.26)	(91,037.33)	(136,556.00)	84,660.07	(1,328%)
Foundation					
Total Revenue	962,757.40	820,218.67	1,230,328.00	142,538.73	15%
Total Expense	939,968.31	800,105.33	1,200,158.00	139,862.98	15%
Foundation Net Income	22,789.09	20,113.33	30,170.00	2,675.76	12%
ACCE					
Revenue					
Annual Convention	1,111,029.96	1,049,725.00	1,049,725.00	61,304.96	6%
Awards/COY Revenue	13,850.00	17,500.00	50,000.00	(3,650.00)	(26%)
Certification	8,600.00	9,000.00	11,000.00	(400.00)	(5%)
Chamber Education	55,323.50	52,449.00	87,400.00	2,874.50	5%
Chamber Executive Magazine Rev	58,555.00	58,180.00	108,640.00	375.00	1%
Economic Development	0.00	0.00	5,000.00	0.00	0%
Executive Search	6,428.30	7,500.00	18,000.00	(1,071.70)	(17%)
Membership Revenue	1,043,532.68	984,000.00	1,476,000.00	59,532.68	6%
Metro Cities Revenue	47,350.00	39,775.00	68,075.00	7,575.00	16%
Misc Income	30,073.95	3,333.33	5,000.00	26,740.62	89%
National Corporate Sponsors Revenue	192,276.73	187,920.00	294,360.00	4,356.73	2%
Publications & Research Revenue	1,308.96	6,666.67	26,000.00	(5,357.71)	(409%)
Total ACCE Revenue from Operations	2,568,329.08	2,416,049.00	3,199,200.00	152,280.08	6%
Expense					
Admin (Operations, Occupancy, Governance)	344,347.31	354,450.67	531,676.00	(10,103.36)	(3%)
Admin Personnel Costs	329,554.73	373,688.67	560,533.00	(44,133.94)	(13%)
Annual Convention	917,935.16	948,730.00	948,730.00	(30,794.84)	(3%)
Awards/COY Expense	55,509.23	55,448.00	55,448.00	61.23	0%
Certifications Expense	16,400.26	16,364.67	24,547.00	35.59	0%
Chamber Education Expense	84,481.40	110,004.00	165,006.00	(25,522.60)	(30%)
Chamber Executive Magazine Expense	42,891.78	43,497.00	57,996.00	(605.22)	(1%)
Divisions Expense	15,996.04	7,680.67	11,521.00	8,315.37	52%
AskACCE	20,138.15	13,845.75	55,383.00	6,292.40	31%
Membership Expense	253,601.34	280,536.67	420,805.00	(26,935.33)	(11%)
Metro Cities Expense	12,849.82	15,565.00	37,356.00	(2,715.18)	(21%)
National Corporate Sponsors Expense	113,046.83	111,297.33	166,946.00	1,749.50	2%
Publications & Research Expense	44,004.93	40,826.00	61,239.00	3,178.93	7%
Web Expense	26,952.38	36,874.00	55,311.00	(9,921.62)	(37%)
Total ACCE Expense from Operations	2,277,709.36	2,408,808.42	3,152,497.00	(131,099.06)	(6%)
ACCE Net Income	290,619.72	7,240.58	46,703.00	283,379.14	98%
Total ACCE & Affiliates Revenue	4,256,571.98	3,956,934.33	5,510,528.00	299,637.65	21%
Total ACCE & Affiliates Expenses	3,949,540.43	4,020,617.75	5,570,211.00	(71,077.32)	(2%)
Total ACCE & Affiliates Net Income	307,031.55	(63,683.42)	(59,683.00)	370,714.97	23%

ACCE Finance Report

November 30, 2022 Financial Statements (8 months into the FY)

Balance Sheet

Our cash position is strong with over \$4.8 million. Based on the counsel from our financial advisor, we will invest a significant portion of our cash into the board-approved investment vehicles. Total net assets are standing at \$4.1 million.

Consolidated Statement of Activity

Year-to-date performance is very strong for ACCE and its affiliates.

Membership Revenue – ACCE membership is 6% above budget. This is thanks to the aggressive collections and sales efforts, paired with new recruitment and retention plans built by our membership team.

Convention - This year's convention was well received and well attended. Attendance was stronger than the last two in-person conventions. We budgeted a relatively aggressive registration revenue figure, and we met that target. Our sponsorship funding exceeded goal, as we were able to capitalize on demand from sponsors who were waiting for our return to in-person events. While costs rose significantly this year, particularly for food, beverage and travel, we were able to control expenses without reducing the quality of the conference, resulting in a net positive variance compared to budget.

ACCE Expenses from Operations – Most expenses for the eight months of the fiscal year are lower than budget. We anticipate that our expenses will be close to budget for the remainder of the year, and we continue to invest in the areas of need for the future of our association.

Net Income – Eight months into the year the ACCE net is better than budget. FBI and is currently running ahead of budget. FBI budgeted for a deficit to support an audit of its processes, procedures and structure. That investment has provided vital insight into ways to ensure best practices for both our team and the clients we serve. The foundation also currently has a positive net income. The foundation's income, which is dependent on grants, can vary in its short-term revenue due to grant delivery. Foundation funding for the next four months is strong.

Cash Flow Trends Year-Over-Year – ACCE is in a strong position regarding cash flow, with increased revenue compared to last year due to improved collections processes and automations, general economic recovery, membership performing above budget, and the full return to in-person programming.



Programs & Professional Development
Amy Shields, Vice President
Susan McGuire, Sr. Director
January 2023

Division Updates

Communications Division: December roundtable call topics included rebranding and branding guidelines, holiday/New Year's messaging, snail mail vs. email and more. The next communications roundtable is scheduled for March 2.

Diversity, Equity and Inclusion Division (DEI): The division meets on the third Tuesday of each month. Recent roundtable calls have discussed: MOUs with identity-based chambers, strategic plans for chamber's DEI work and how small chambers can uplift DEI.

Education and Talent Development Division (ETD) and Economic and Community Development Division (ECD): Programming for both Divisions was consolidated this fall. Two joint division programs occurred with outside experts on housing and the future of work. The program recordings and materials are available for purchase. The January ETD roundtable will feature Greater Macon Works, an interactive workforce development platform that links recruitment, skill building and career navigation into one comprehensive system.

Events Division: The January roundtable will focus on events that have been re-imagined, renewed, or refreshed to align with organizational goals and mission. This spring will also include networking calls for young professionals program organizers. Four chamber professionals joined the division advisory board in December: Molly Crouser, Laura Keasling, Kayti Manley and Liza Cenicerros.

Finance and Operations Division: The January 2023 call will be on audit best practices. Future topics will cover organization consolidation, staff political involvement policies, foundations, and social media policies. The next division meeting is a Coffee and Conversations networking call scheduled for March 1.

Government Relations Division (GR): The group continues to hold monthly calls on the fourth Thursday of the month at 2 p.m. ET. The January 26 call focused on 2023 legislative priorities.

Membership Development Division (MDD): The Division's February roundtable call will focus on chamber partnerships promoting increased regional economic opportunities. We welcomed four new members to the division advisory board in December: Dewan Clayborn, Britt Delo, Meredith Rivers and Cassie Stoner.

Other Professional Development Programming

Sales Coach Program and Sales Contest: Applications will open in the spring for this year's program, in which MDD volunteers and ACCE staff will match experienced volunteer membership development professionals with less experienced professionals for regular advice and coaching over a six-month period. Quarter 3 of our Sales Contest concludes on February 28, with over 70 membership professionals participating.

CCE Program: Our 2023 CCE year kicked off on January 9, and we received 11 applications from chamber executives. Candidate presentations and interviews will take place at ACCE's headquarters on March 22. Tiffany Esposito, CCE rolled off the CCE Commission in fall 2022 and we thank her for her service. The Commission welcomes new member Mark Field, CCE.

Webinars and E-Learning: Live online learning planned for winter and early spring includes webinars on addressing post-COVID-19 learning loss, strategies for membership dues increases, workforce transportation, creating inclusive events, and more. In February we begin our annual From the Winner's Circle webinar series focusing on Chamber of the Year award-winning programs. These offerings will be supplemented by regular division-specific roundtables.

Certificate in Chamber Management: Four courses within our on-demand Certificate in Chamber Management program are scheduled to be launched in winter and early spring 2023, completing the seven-course program. These new courses will cover Events, Programs & Communications; Community Leadership & Advocacy; Diversity, Equity & Inclusion; and Your Chamber Career. These courses supplement the three courses already available, covering Operations & Finance, Governance & Planning, and Membership & Revenue Development.

Regional Conferences and Topical Convenings

- In October, 100 chamber professionals participated in our **Events & Communications Conference** in Boulder, CO. This was the first time that communications professionals have been included in this conference. Presented by Meta and made possible by the support of the Boulder Chamber of Commerce, this conference had the highest attendance for an ACCE regional in-person conference for at least the last eight years.



- In October, ACCEF hosted its first **DEI Practitioners Meeting** in St. Louis. There were 23 attendees, and participants expressed a desire to continue meeting to share best practices and discuss challenges. The meeting focused on setting strategic goals for DEI work, measuring and tracking outcomes, and getting buy-in for DEI priorities. The next meeting from Oct. 18 – 19, 2023 in Raleigh, North Carolina. In the meantime, ACCEF will host quarterly calls to continue the conversation with this group.

- In November, 40 chamber government relations professionals attended the **Government Relations annual in-person meeting** in Houston, Texas. The meeting focused on policy priorities, political engagement and best practices for managing chamber government relations programs. Key topics of peer discussion included public safety and crime reduction, workforce and childcare challenges and leveraging public polling in your policy program.



- In December, ACCEF hosted 25 attendees at its **Talent and Economic Development Annual Meeting** in Memphis, Tennessee. This provided an opportunity for workforce development and economic development professionals to come together and discuss topics like talent attraction and retention, business attraction, and more. The program featured a keynote from Jobs for the Future on the future of work and workforce, and four site consultants presented updates on trends and key things to watch for 2023.

- On March 5 – 7, 2023, the membership sales and revenue community will meet for in-person learning and networking at our **Sales Conference** in Knoxville, Tennessee. We will offer content for those new to the profession as well as more seasoned sales and revenue team leaders. Thanks to the Knoxville Chamber for its support in making this event possible.

Communications & Networks Report

Will Burns, Vice President – Communications & Networks

ACCE Communications

Chamber Executive: The Fall 2022 edition of *Chamber Executive* is online. The issue introduced ACCE's new strategic plan and featured articles on chamber foundation strategies, membership trends, leadership programs and YP engagement.

- **40 Under 40:** The issue also featured the release of ACCE's 2022 40 Under 40, recognizing some of the industry's top emerging leaders whose creativity and commitment to innovative solutions will shape the future of their communities and the profession.
- **The Winter 2023** issue will be published in February and feature stories on 2023 chamber goals, chamber state policy priorities, operations and finance trends, strategies to build stronger coalitions, tips to get the most out of your intercity visit and more.



Research & Benchmarking

Dynamic Chamber Benchmarking: We opened data collection for [Dynamic Chamber Benchmarking \(DCB\)](#). This annual survey helps chamber leaders evaluate, benchmark and improve their organizations. We made two big changes this year:

- **Streamlined Surveys:** We streamlined the question set by more than 30% to make the surveys easier to complete, while still collecting the data we need.
- **Expanded Reach:** This year we will collect more data than ever by partnering with several state chamber executive associations to improve reach and solicit input from chambers outside of our membership. More data will give us better insights.



ACCE members who complete benchmarking surveys by **March 31** will have free access to a suite of dynamic online reports when we open the reporting platform. [Enter your data today.](#)

2021 Chamber Salary and Benefits Report: We released ACCE's annual publication salary and personnel expenses for chamber CEOs and staff professionals in various disciplines. [Full Report \\$199](#). Free for ACCE Horizon Investors and All-Access pass members.

Customized Benchmarking: 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, fundraise and more. Contact Will Burns – wburns@acce.org for more information.

AskACCE: The team continues to provide Q&A and in-depth research services. For October through December 2022, we responded to 101 requests into AskACCE@acce.org, with 84% of the requests being answered and closed within 24 hours. Trends on those inquiries include:

- **Operations and HR Topics**, including requests for employee handbooks, CEO contracts, CEO succession plans, staff salary and compensation contracts and chamber investment policies.
- **Membership Topics**, including membership models, dues increases and sales team commission structures.
- **Benchmarking:** Questions about producing custom reports in Dynamic Chamber Benchmarking.

2022 in Review: AskACCE responded to 558 inquiries last year. The most requested topic was internal HR policies: employee benefits, remote work and leave policies, sample job descriptions and employee manuals.

Community Peer Groups



Metro Cities Council & Major Cities Council: The Metro Cities Council and Major Cities Council held a joint meeting November 2-4 in Charleston, SC. The meeting covered workforce challenges, partisan polarization, building strong coalitions, chamber foundation efforts to upskill workers, and the economic impact of the Port of Charleston.

- **The Metro Cities Council's** January call focused on 2023 state policy priorities and challenges. The group will hold its next in-person meeting in Dallas on March 12-14.
- **The Major Cities Council's** January call covered chamber innovation in 2023. Its next call will be held March 16.

Emerging Cities Council: The Emerging Cities Council's November call featured a round-robin idea exchange on staff hiring, engagement and retention. ACCE President & CEO Sheree Anne Kelly provided an overview of ACCE's new strategic plan during the January call. The group's next call is scheduled for March 28. The council's Google Group remains active with recent threads focused on certificates of origin, investment policies and commission structures for sales staff.

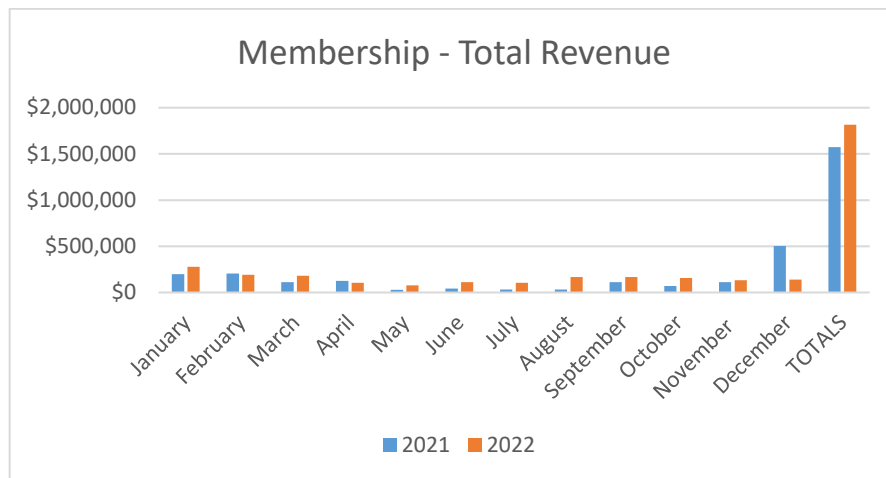
Hometown Chamber Council: The Hometown Chamber Council will hold its first call of the year in February. The council's Google Group remains a valuable resource for information-sharing among members. Recent threads focused on key performance indicators, member codes of conduct, mobile apps and public policy committees.

Member Engagement & Partnerships

Beth Bronder, VP Development & Partnerships
January, 2023

Membership Sales Report from Membership Director, Kate Teel:

Membership this past quarter welcomed 17 new members and \$11,300 in new revenue. We added two affinity chambers plus 4 chambers in our other target categories of prospects. **Year-over-year, overall membership was up 15% vs 2021 collections. Membership revenue for 2022 was 146% of our annual goal and 101% of goal for new member revenue.** January – March renewals are trending positively, and we anticipate closing FY Q4 in a positive position. The membership team continues to follow newly implemented strategies for prospecting and retention and working with various departments to collaborate on messaging and unique touchpoints for prospects and new members. In total, the membership team hosted 56 individual e-tours in 2022 to onboard new members or highlight ACCE’s member benefits and resources to chambers during staff meetings.



Corporate, Convention and Regional Sponsorship Sales:

We remain on track to meet our sponsorship budget for April 2022 – March 2023.

December brought in a flurry of revenue as partners used year-end funds for 2023 commitments. We sold \$90,000 in convention sponsorship and exhibitor registrations, including a \$50,000 marquis sponsorship from the Economic Policy division of Meta. On the corporate sponsor side we onboarded two new silver sponsors [CivicEagle \(soon to be Plural\)](#), a legislative tracking tool to support state and local GR activity, and [Livability Media](#), a media and marketing company focused on workforce and economic development. Both add unique expertise and content to our partner mix.

Corporate sponsorship prospects for 2023 include: Handshake, AARP, CGI, High Road Solutions, AffiPay, Axios Smart Brevity, and Valor Manufacturing Training. And while in the early stages we are making some progress with Amazon.

Our sales associate, Ellie Colt, is working to create interest in sponsorship for our regional *Membership Sales Conference* in March as well as securing new Associate Memberships for 2023. Both represent a small but growing revenue opportunity for ACCE and allow us to foster relationships with potential sponsors for convention and corporate partnerships.

Grant-Specific Programmatic Work

Rural Workforce Development: ACCEF [launched the RFP](#) to identify chambers interested in piloting strategies to increase chamber and business engagement in rural systems to help more workers gain access to well-paid, in-demand jobs in their communities. RFP responses are due on February 10.

ACCE's Economic Mobility Fellowship: In November, ACCEF received a grant from Truist to support two cohorts of its long-running Education and Talent Development Fellowship program. These cohorts will focus on short and long-term strategies for filling in-demand jobs and providing workers with opportunities for upward mobility. The application for the first cohort will launch in spring 2023.

Equitable Credential Attainment Cohort Program: Work continues for participants in our ECAC program, which is generously funded by the Lumina Foundation. We featured communities from this cohort during a webinar this fall. In January, ACCEF is moderating a panel about this grant at the American Association of Community Colleges' Workforce Development Institute.

Urban Higher Education Ecosystems: The ACCEF team is currently working on a three-day workshop to support chambers and their higher education partners in creating roadmaps for improving outcomes for low-income and underserved students. We expect to pilot the first workshop in fall 2023.

Smart Justice: The next Smart Justice Peer Learning Community call is on January 21 and will feature the Tennessee's Department of Reentry's RAMP programming and how the Department of Labor is working with employer partners to prepare system-impacted individuals for re-entry.

Skills-Based Hiring: The ACCEF team is developing a "train the trainer" program to support chambers in educating their members about skills-based hiring. The team expects to offer two rounds of virtual trainings to chambers beginning in April 2023.

Development Pipeline and Partner Cultivation

Higher Education and Workforce Development

- Cultivating relationships with the Markle Foundation to ask for an introduction to Walmart.org to expand our skills-based hiring training opportunities for chambers
- Developed a proposal for a follow-on grant to Lumina Foundation to expand our work on equitable credential attainment to other communities
- Developed a proposal with The Graduate! Network to provide chambers tools and resources to work with employers who are interested in supporting education attainment to grow and retain in-house talent

Career Readiness and Talent Pipelines

- Met with the Bill and Melinda Gates Foundation to discuss work that chambers are doing to identify career pathways and opportunities for students to understand in-demand careers in their communities
- Continuing conversations with the Carnegie Foundation on creating more equitable K-12 education systems

Small Business and Entrepreneurship

- Approaching funders to discuss supporting a co-developed proposal with Interise on chamber minority business accelerators

Fringe Benefits, Inc.
Robert Heidt, Chairman
January, 2023

The Benefits Team added Kyle Trent to full-time staff in late October 2022 as a Client Services Associate. Since then, Kyle has been trained in most of the daily insurance and 401k administrative functions. He is currently focused on working with the team during the 401k compliance season. We are excited to have Kyle on board and expect great things from him based on early performance. The FBI team is now at pre-pandemic full-time staff levels, plus we've also added a part-time contractor who supports their work year-round.

As always, January brings with it a new compliance season. Therefore, the benefits team is primarily engaged in the annual review and compliance testing for the 401k profit sharing plan. Following a robust audit of our processes and procedures, we are excited that the FBI consultants are helping us with new ideas to implement their recommended efficiencies and additional automation into the annual contribution reviews. In order to mitigate any potential slowdowns due to implementing new tools and procedures during plan reviews, we are bringing in a contractor to help the team with their census review and compliance work in the first quarter. The aim is to have increased efficiencies which we can carry forward into future years.

Insurance rates remain unchanged for the calendar year with the exception of dental which went slightly down for all coverage types. The programming adjustments on the insurance billing system this past December presented us with challenges within our database system, but we are working through those with our database administrators and are hopeful that February billing will be completed on-time. We look forward to eliminating any remaining systems issues and appreciate everyone's patience with the delays in invoicing.

ACCE External Affairs Engagement

As the national association serving and representing the chamber community, it's critical that ACCE staff spend time imbedded 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 & Amy Shields	June '22	Greater Boston Chamber board	Boston MA	Presented on and facilitated a financial and foundation strategic planning discussion with board
Sheree Anne Kelly	June '22	TX Chamber of Commerce Execs annual conference	Rockwall TX	Keynote speaker
Amy Shields	June '22	Robert Wood Johnson Foundation	Virtual	Attended the first of two advisory council calls for the Anchor Business Convening
Stacey Breslin	June '22	Long Island chamber execs	Long Island NY	Attracting and retaining talent
Amy Shields	July '22	The Raleigh Chamber Foundation	Virtual	Presented on the state of chamber foundations
Sheree Anne Kelly	July '22	Business to Business Radio Show	Canada (virtual)	Featured guest
Amy Shields	Aug '22	Virginia Association of Chamber of Commerce Executives	Chesterfield VA	The future of chamber value and relevance
Beth Bronder & Amy Shields	Aug. '22	ASAE National Conference	Nashville TN	Attendees
Sheree Anne Kelly	Sept. '22	USCC Committee of 100	Washington DC	Fall meeting
Sheree Anne Kelly	Sept. '22	Vegas Chamber	Washington DC	Attended event for DC fly-in
Sheree Anne Kelly	Sept. '22	South Shore Chamber board meeting	Virtual	Presented on the future of chambers & South Shore Chamber's ACE Award
Sheree Anne Kelly	Sept. '22	Santa Monica Chamber board meeting	Virtual	Presentation about strategic planning services and the future of chambers
Sheree Anne Kelly	Sept. '22	Washington County Chamber	Virtual	Facilitated part one of strategic planning retreat
Sheree Anne Kelly	Sept. '22	DC Chamber	Virtual	Keynote speaker at the State of the District & Region Conference
Amy Shields	Sept '22	Bristol Chamber Board & Bristol Chamber Foundation Board	Virtual	Speaker on the future of chambers and state of chamber foundations
Sheree Anne Kelly	Oct. '22	Washington County Chamber	Hagerstown MD	Facilitated part two of strategic planning retreat

Sheree Anne Kelly	Oct. '22	Chamber of Commerce Assoc. of Alabama	Virtual	Keynote speaker at annual meeting
Sheree Anne Kelly	Oct. '22	Brownsville Chamber	Virtual	Speaker at annual Leadership Luncheon
Sheree Anne Kelly	Oct. '22	USCC IOM fall board meeting	Washington DC	Panelist for discussion about industry trends and the future of chambers
Amy Shields	Oct. '22	US Chamber Foundation	Virtual	Participating in Talent Finance Working Group
Sheree Anne Kelly	Nov. '22	Wilmington Chamber	Wilmington NC	Facilitated strategic planning retreat
Sheree Anne Kelly	Nov.-Dec. '22	Aventura World, corporate gold sponsor	Croatia	Staffed fam trip to Croatia
Sheree Anne Kelly	Dec. '22	Strada Education Network	Washington DC	Meeting with Stephen Moret, president and CEO
Sheree Anne Kelly	Jan. '23	Livability Media	Podcast	Featured guest on "Inside America's Best Cities"
Amy Shields	Jan. '23	American Assoc. of Community Colleges	Palm Springs CA	Moderating panel on collaboration between chambers and colleges

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.