

Board of Directors Meeting

October 24, 2024

Alexandria, VA



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

October 24, 2024

Contents

- Agenda
- ACCE Governance Map
- Governance Meeting Calendar 2025
- Minutes from July 16, 2024 Meeting
- Consent Agenda – New Members for Approval
- Finance & Revenue Reports
- Programs & Professional Development
- Communications & Networks
- Member Engagement & Partnerships
- Q3 Technology Update
- ACCE Foundation
- Fringe Benefits, Inc.
- ACCE External Affairs Engagement Calendar

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ACCE Board of Directors Meeting

October 24, 2024 | 8:15 a.m. EDT

Alexandria, VA

AGENDA

7:45 a.m. Breakfast and Reconnecting

8:15 a.m. Welcome and Introductions

8:35 a.m. Governance

- Review and Approve Minutes – July 16, 2024 Meeting
- Consent Agenda – New Members for Approval
- Treasurer’s Report
 - Financial Report
 - Investment Strategy Update
- Audit Update
- FBI Governance – Annual Stockholders Meeting

8:55 a.m. Foundation Update

9:00 a.m. President’s Report

An update on the state of ACCE, strategic initiatives, convention and other key priorities.

9:15 a.m. The Future of Chambers: Horizon Update

Hear the initial draft of the next iteration of the Horizon Initiative looking at the major influences impacting the future of chambers. That presentation is paired with interactive discussions on the findings along with practical ways to deliver the content and related materials to the chamber profession.

Facilitated by:

Rebecca Ryan, APF, NEXT Generation Consulting

David Brown, NEXT Generation Consulting

10:30 a.m. Strengthening Cross-Border Ties

The U.S. and Canada share one of the most significant and beneficial bilateral relationships in the world. Our economic and political ties directly impact the businesses and economies on both sides of the border. We’ll explore our crucial relationship and highlight why cross-border collaboration is more essential than ever.

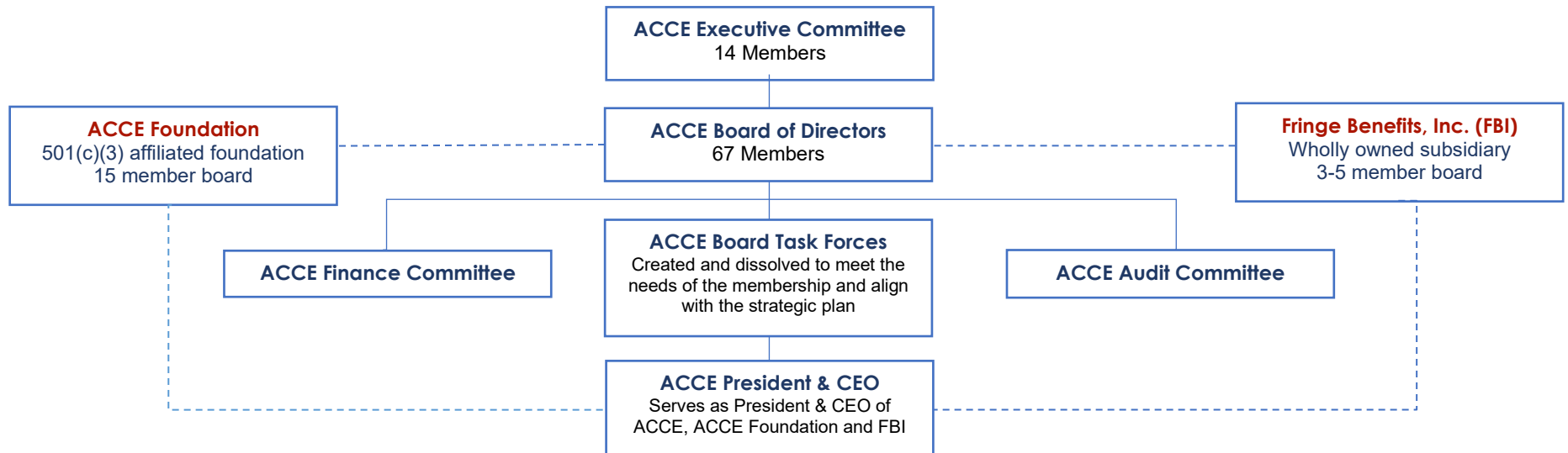
Presenter:

Kirsten Hillman, Ambassador of Canada to the United States

- 11:15 a.m. Micro-session: A Shared Government Relations Model**
As the Canton Regional Chamber of Commerce (CRCC) went through a leadership, a strong working relationship forged in regional and statewide advocacy coalitions resulted in a willingness to integrate the government affairs functions of the CRCC and the Greater Akron Chamber creating the [Akron-Canton Advocacy Alliance](#). The formal collaboration serves the needs of both chambers, doubles the members represented, and creates one regional advocacy voice, all while maximizing cost, reach and impact for both organizations. In a world where we continuously seek ways to be faster, smarter and more efficient, the alliance yields positive impacts on the region.
- Presenter:
Steve Millard, *President & CEO*, **Greater Akron Chamber**
- 12:00 p.m. Networking Lunch**
- 12:45 p.m. Housing Policy Opportunities**
Chamber leaders have identified housing as one of the top two workforce barriers to entry. Hear opportunities that exist for chambers to support employers and their current/potential talent through pragmatic housing policy initiatives.
- Presenter:
Janneke Ratcliffe, *Vice President, Housing Finance Policy*, **Urban Institute**
- 1:30 p.m. Exclusive: Harris Poll | Public Opinion Poll Update**
The results from the first chamber of commerce public opinion poll in over a decade are out. Be the first to hear the results and discuss findings with the team at Harris Poll.
- Presenters:
Amy Mulvey, *Research Director, Media Communications Research*, **Harris Poll**
Michele Salomon, *Vice President, Media Communications Research*, **Harris Poll**
- 2:10 p.m. Public Opinion Poll Practical Applications**
Engage in an interactive board discussion on ways to disseminate the poll findings among key stakeholders and ideas around a 2025 brand awareness campaign for chambers of commerce.
- Facilitator:
Natalie English, *CCE, IOM, President & CEO*, **Wilmington Chamber of Commerce**
- 2:27 p.m. Closing Remarks**
- 2:30 p.m. Adjourn**



Governance Map





Board of Directors Governance Meeting Calendar

2025

January 29-30 (virtual)

*Finance Committee	Jan. 29	1:30-2:30 pm EST
*Executive Committee	Jan. 29	3-5:00 pm EST
Board of Directors	Jan. 30	3-5:00 pm EST

April 29-30 Boston, MA

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

July 22 | ACCE25 Philadelphia, PA

*Finance Committee	TBD - likely virtual	
*Executive Committee	July 22	12:30-2:00pm EDT
Board of Directors	July 22	2:30-4:00pm EDT

October 8-9 Alexandria, VA

*Finance Committee	Oct. 8	1-2:00 pm EDT
*Executive Committee	Oct. 8	2:30-4:30 pm EDT
Board Reception	Oct. 8	6/6:30 pm EDT
Board of Directors	Oct. 9	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

July 16, 2024 | 2:30 p.m. CDT
Dallas, Texas

MINUTES

Present: Juliet Abdel, Brian Anderson, Sara Armstrong, Sara Barnett, Becky Bartoszek, Amber Batchelor, James Bell, Jason Benitez, Alisha Benson, Carl Blackstone, Candace Boothby, Katy Brooks, Chellie Cameron, Kati Capozzi, Chip Cherry, Kim Dahlsten, Sarah Davasher-Wisdom, Becky Davison, Nikki Devitt, Bob Durkin, Natalie English, Ian Fletcher, Angela Franco, Barbara Jean Garza, Christy Gillenwater, Eric Godet, David Griggs, Joshua Gunn, Jaime Henning, Andrew Hoan, Pammie Jimmar, Katie Kirkpatrick, B Kyle, Sandra Lombana Lindquist, Megan Lucas, Nick Masino, Belinda Matthews Stenson, Sherry Menor-McNamara, Steve Millard, Derek Miller, Matt Morrow, Tim Murray, Jodi Owczarski, Mark Owens, Amanda Payne, Dale Petroskey, Carlos Phillips, Brittany Quick-Warner, Ali Rauch, Sara Ray, Joe Reardon, Rory Ring, Keitha Robson, Jim Rooney, Maria Salinas, Todd Sanders, Mary Beth Sewald, Baiju Shah, Kevin Sheilley, Amy Shuttle, Nancy Spivey, Cassie Stoner, Ernest Strickland, Sherry Taylor, Ryan Unger, Heather Valudes, Tony Vedda, Allison Walden, Ashli Watts, Kami Welch and Samira Zimmerly

Excused: Terra Carroll, Silas Chamberlin, Adrienne Cole, Omar Cuevas, Colin Diaz, Greg Durocher, Lori Mattson, Matt Pivarnik, Jeff Rea, Jennifer Reiser and Maria Salinas

Staff: Sheree Anne Kelly and Jacqui Cook

Chair Carlos Phillips called the meeting to order and welcomed everyone to Dallas. Convention host Dale Petroskey welcomed the group to Dallas and shared more about the week ahead.

Phillips then welcomed and introduced new board members.

The board reviewed the minutes from the April 18, 2024 meeting. A motion to accept the minutes was made by Megan Lucas and seconded by Chip Cherry. *Motion carried.*

Phillips presented the consent agenda of new members for approval since our last meeting. A list is included in the briefing materials. A motion to approve the new members was made by Carl Blackstone and seconded by Megan Lucas. *Passed.*

Phillips called on Treasurer Alisha Benson for the year-end financial report. She noted that our cash position is strong, at over \$2 million. Benson shared that investments to date are over \$1.7 million. Total net assets are \$4.2 million. Membership revenue is below our aggressive budget figure and a staff transition is ensuring a targeted focus on sales and collections. Convention profits netted approximately \$175k – significantly above budget. Revenue was slightly lower than budget. Expenses for the fiscal year are lower than budget which has resulted in a strong bottom line.

Net income for ACCE exceeds budget. FBI currently has a negative net income due to additional expenses for contractor help that was supported by the FBI board. ACCEF ended the year strong. Overall, ACCE's consolidated net is more than 350% better than budget. Christy Gillenwater made a motion to approve the financial report which was seconded by Kevin Sheilley. *Passed.*

Benson then presented the finance report through May 31, 2024. ACCE's total net assets stand at \$4.2 million. She noted that most expenses for the first two months of the fiscal year are lower than budget. The foundation is ahead of budget. FBI currently has a positive net income. A motion to approve the finance report was made by Mark Owens and seconded by Kevin Sheilley. *Passed.*

CEO Kelly provided an update on ACCE's investment plan.

Phillips called on Nominating Committee Chair Christy Gillenwater for an update. Gillenwater thanked members of nominating committees and shared confidence in the line-up for the coming year. She presented the slate of officers for 2024-25. Chip Cherry made a motion to approve and Carl Blackstone seconded; there were no nays. *Passed.*

Gillenwater moved on to the Board Nominating Committee and noted that the due diligence process was very thorough, and a number of self-nominations were submitted and considered. The electronic ballot was sent out in June and closed on June 25. The slate was approved by the membership.

Gillenwater noted that the personnel committee met in June to conduct CEO Kelly's annual review. Input has been shared with Kelly and goals will be drafted for the year ahead with incoming Chair Jim Rooney.

CEO Kelly shared that board member Andrea Woodard has left the Greater Des Moines Partnership, resulting in a vacant board position. ACCE staff proposes nominating Kevin Walker of the Overland Park Chamber to fill this seat for the remainder of the term. The executive committee approved this candidate at its meeting earlier today. Tony Vedda made a motion to approve this candidate. Natalie English seconded. *Motion passed.*

Phillips called on new CCE Commission Chair Tony Vedda to present the 2024 class of CCEs and commissioners. Megan Lucas made a motion to approve the candidates which was seconded by Nikki Devitt. *Passed.*

As outgoing chair, Phillips reflected on the challenges, insights and strides made during the past year.

Phillips congratulated incoming Chair Jim Rooney, who shared thoughts and optimism for the year ahead.

CEO Kelly provided the president's report on the state of ACCE.

Foundation Chair Ian Fletcher provided a report on the foundation.

A brief overview of the Benefits Trust offerings was provided by Bob Quick, past chair of the Benefits Trust.

Chair Phillips recognized departing officers and board members and thanked them for their service.

Phillips made closing remarks. *Meeting adjourned.*

New Members for Approval through 10/1/24
Greene County Chamber of Commerce
Lexington Rockbridge County Chamber of Commerce
Wimberley Valley Chamber of Commerce
Shawnee Forward Business Alliance
Chatham-Kent Chamber of Commerce
Northmont Area Chamber of Commerce
Little Elm Chamber of Commerce
Princeton Mercer Regional Convention and Visitors Bureau
Anne Gill
Bolingbrook Chamber of Commerce
Weatherford Chamber of Commerce
Milford Miami Township Chamber of Commerce
Burleson Area Chamber of Commerce
Chester County Chamber of Business & Industry
Morrisville Chamber of Commerce
Youngstown/Warren Regional Chamber of Commerce
Downtown Worcester Business Improvement District
Council Bluffs Area Chamber of Commerce
Main Line Chamber of Commerce
Horizon Upgrades
Chamber of Commerce of Fargo, Moorhead, West Fargo
Wilmington Chamber of Commerce
Ocala Metro Chamber and Economic Partnership
Asheville Area Chamber of Commerce
Greater Louisville, Inc.

Association of Chamber of Commerce Executives
Consolidated Projects
For the Five Months Ending August 31, 2024

JC-09CONSBS
Page 1

	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash and Cash Equivalents	2,029,449.90	\$154,920.79	\$1,036,249.02		\$3,220,619.71
Investments	1,751,952.36	\$59,149.59	\$0.00		\$1,811,101.95
Investments - 457B	392,786.37	\$0.00	\$0.00		\$392,786.37
Investment in Subsidiary	488,074.23	\$0.00	\$0.00		\$488,074.23
Accounts Receivable - General (net)	108,591.25	\$175,936.78	\$250.00		\$284,778.03
Accounts Receivable - Trust	0.00	\$69,166.72	\$0.00		\$69,166.72
Grant Receivable	0.00	\$0.00	\$0.00	0.00	\$0.00
Due from Related Entities	207,767.48	\$0.00	\$0.00	(207,767.48)	\$0.00
Prepaid Expenses	103,166.11	\$35,507.44	\$2,436.00		\$141,109.55
Prepaid Expenses - Convention	14,612.32	\$0.00	\$0.00		\$14,612.32
Deposits	2,950.00	\$2,950.00	\$0.00		\$5,900.00
Fixed Assets, Net	23,631.55	\$17,190.55	\$0.00		\$40,822.10
Right of Use Asset	127,339.00				\$127,339.00
TOTAL ASSETS	\$5,250,320.57	\$514,821.87	\$1,038,935.02	(\$207,767.48)	\$6,596,309.98
LIABILITIES					
Accounts Payable & Accrued Expenses	214,729.88	\$0.00	\$0.00		\$214,729.88
Accounts Payable - Trust	0.00	\$0.00	\$0.00		\$0.00
457B Liability	392,786.37	\$0.00	\$0.00		\$392,786.37
Due to Related Entities	0.00	\$4,259.64	\$203,507.84	(207,767.48)	\$0.00
Deferred Dues	591,544.06	\$0.00	\$0.00		\$591,544.06
Deferred Other	76,740.00	\$184.55	\$548,498.80		\$625,423.35
Lease liability	154,967.00	\$0.00	\$0.00		\$154,967.00
Deferred Convention	0.00	\$0.00	\$0.00		\$0.00
Deferred Revenue - National Sponsors	10,073.33	\$0.00	\$0.00		\$10,073.33
Capital Lease Obligations	2,367.00	\$0.00	\$0.00		\$2,367.00
TOTAL LIABILITIES	\$1,443,207.64	\$4,444.19	\$752,006.64	(\$207,767.48)	\$1,991,890.99
NET ASSETS					
Net Assets - Unrestricted	3,461,744.20	\$462,030.89	\$276,083.43		\$4,199,858.52
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	345,368.73	\$48,346.79	\$10,844.95		\$404,560.47
TOTAL NET ASSETS	\$3,807,112.93	\$510,377.68	\$286,928.38	\$0.00	\$4,604,418.99
TOTAL LIABILITIES & NET ASSETS	\$5,250,320.57	\$514,821.87	\$1,038,935.02	(\$207,767.48)	\$6,596,309.98

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending August 31, 2024

	August 24 YTD ACTUAL	August 24 YTD BUDGET	2024-25 Annual Budget	August 24 Actual vs. Budget YTD \$\$ Variance	August 24 Actual vs. Budget YTD % Variance
FBI					
Total FBI Revenue	500,790.88	492,083.33	1,181,000	8,707.55	2%
Total FBI Expense	452,444.09	486,534.79	1,167,684	(34,090.70)	(7%)
FBI Net Income	48,346.79	5,548.54	13,317	42,798.25	771%
Foundation					
Total Revenue	644,786.30	556,781.67	1,336,276	88,004.63	16%
Total Expense	633,941.35	540,586.67	1,297,408	93,354.68	17%
Foundation Net Income	10,844.95	16,195.00	38,868	(5,350.05)	(33%)
ACCE					
Revenue					
Annual Convention	1,005,554.80	1,178,400.00	1,178,400	(172,845.20)	(15%)
Awards/COY Revenue	13,600.00	15,000.00	30,000	(1,400.00)	(9%)
Certification	2,113.67	4,500.00	11,000	(2,386.33)	(53%)
Chamber Education	18,801.00	16,250.00	184,000	2,551.00	16%
Chamber Executive Magazine Rev	35,475.00	58,040.00	116,080	(22,565.00)	(39%)
Executive Search	750.00	4,166.67	10,000	(3,416.67)	(82%)
Executive Speaking Engagement	3,650.00	10,416.67	25,000	(6,766.67)	(65%)
Membership Revenue	670,319.47	654,166.67	1,570,000	16,152.80	2%
Metro Cities Revenue	4,000.00	4,000.00	81,500	0.00	0%
Misc Income	52.94	416.67	1,000	(363.73)	(87%)
National Corporate Sponsors Revenue	131,088.27	192,840.00	226,007	(61,751.73)	(32%)
Publications & Research Revenue	2,039.74	8,541.67	20,500	(6,501.93)	(76%)
Total ACCE Revenue from Operations	1,887,444.89	2,146,738.33	3,453,487	(259,293)	(12%)
Expense					
Admin (Operations, Occupancy, Governance)	145,692.78	179,083.33	429,800	(33,390.55)	(19%)
Admin Personnel Costs	222,113.13	273,039.58	655,295	(50,926.45)	(19%)
Annual Convention	862,079.60	1,147,299.00	1,147,299	(285,219.40)	(25%)
Awards/COY Expense	43,239.33	43,500.00	46,064	(260.67)	(1%)
Certifications Expense	13,576.96	15,270.38	30,111	(1,693.42)	(11%)
Chamber Education Expense	57,551.10	59,020.00	217,761	(1,468.90)	(2%)
Chamber Executive Magazine Expense	19,874.60	26,264.00	52,528	(6,389.40)	(24%)
AskACCE	11,128.28	18,724.58	44,939	(7,596.30)	(41%)
Membership Expense	131,638.90	194,673.75	467,217	(63,034.85)	(32%)
Metro Cities Expense	1,695.42	2,923.29	45,267	(1,227.87)	(42%)
National Corporate Sponsors Expense	16,820.07	71,917.50	172,602	(55,097.43)	(77%)
Publications & Research Expense	27,089.46	31,374.17	75,298	(4,284.71)	(14%)
Web Expense	18,644.58	20,472.50	49,134	(1,827.92)	(9%)
Total ACCE Expense from Operations	1,571,144.21	2,083,562.08	3,433,315.00	(512,417.87)	(25%)
ACCE Net Income from Operations	316,300.68	63,176.25	20,172.00	253,124.43	401%
Total ACCE & Affiliates Revenue	3,033,022.07	3,195,603.33	5,970,763	(162,581.26)	(5%)
Total ACCE & Affiliates Expenses	2,657,529.65	3,110,683.54	5,898,407	(453,153.89)	(15%)
Total ACCE & Affiliates Net Income	375,492.42	84,919.79	72,357	290,572.63	342%
Realized & Unrealized Gain/Loss from Investments	\$48,466.44				
	<u>Actual</u>	<u>Budget</u>			
Original Opportunity Fund Allocation	600,000.00	600,000.00			
Board approved adding \$150,000 (Apr 24) to recou	150,000.00	150,000.00			
Opportunity Fund Allocation	\$750,000.00	\$750,000.00			
Immigration Initiative Expense		400,000.00			
Horizon 2.0 Expense	4,598.39	87,750.00			
Public Opinion Poll Expense	14,800.00	45,000.00			
Finance/ Accounting System (Sage Intacct)	0.00	50,000.00			
Total Budgeted Expenses from Investments	\$19,398.39	\$582,750.00			
Balance Remaining in Opportunity Fund	\$730,601.61	\$167,250.00			
ACCE Total Change in Net Assets	\$345,368.73				



ACCE Finance Report

August 31, 2024, Financial Statements (5 months into the FY)

Balance Sheet

Included in the Cash and Cash Equivalents line item on the Balance Sheet are two separate accounts:

- Operating Checking Account – This account is used to pay regular operating expenses. The operating account should have a minimum of 5 months of essential operating capital. As of August, the current balance in this account is \$1.4 million.
- Cash Reserve Fund – Created in April 2023 with \$600,000 of seed money, this fund is in a liquid interest-bearing money market account. This account is to be accessed for short-term unplanned expenses or investment opportunities and is not managed or monitored by our investment advisor. In April 2024, the Finance Committee added an additional \$150,000 to this account.

In addition, we currently have \$1.7 million in short-term/long-term investments. Accounts Payable/Accrued Expenses has a balance of \$214,000, which is related to expenses for the annual meeting held in July 2024. Total net assets stand at \$4.6 million.

Consolidated Statement of Activity

Membership Revenue – This line item is 2% higher than the budget. This is primarily due to aggressive work on collections and sales efforts.

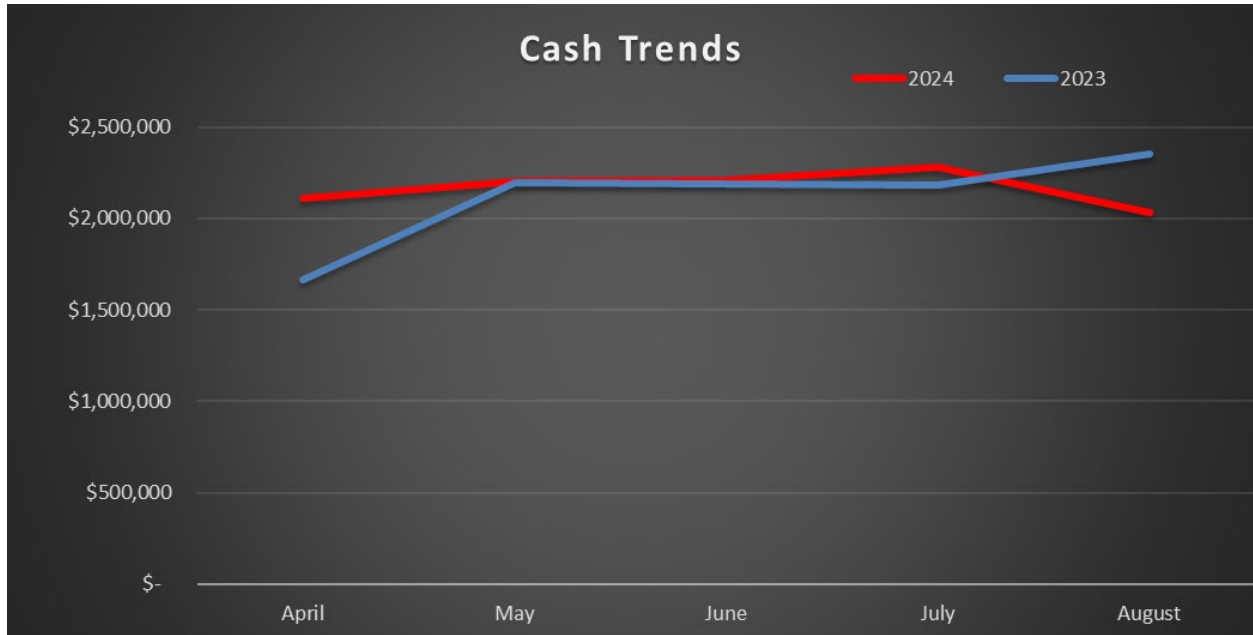
National Corporate Sponsors Revenue – This line item is currently lower than the budget. We had a vacancy in our VP, Development & Partnership position but have now brought on a new senior team leader to assist with sponsorship retention and sales. We expect that both the sponsorship and magazine revenue (which is where a portion of sponsorship sales are allocated) will increase throughout the remainder of the year.

Convention – This year's convention exceeded budget. We recognized a net profit of approximately \$143,000. Revenue was just shy of the budgeted target, but we were able to recognize cost savings in many areas, which resulted in more than triple the budgeted net income.

ACCE Expenses from Operations – Expenses for the first five months of the fiscal year are lower than the budget. This is primarily due to prudent spending controls.

Net Income – Five months into the year, the ACCE’s net income exceeds the budget. The Foundation and FBI also have a positive net income. The Foundation, which relies on grants, can vary significantly in short-term revenue due to the timing of the grant’s delivery.

Cash Flow – The cash flow as of August 2024 is provided below.



Professional Development Programs

October 2024

Division Updates

Communications Division: The September Comms Division call focused on talent attraction campaigns, providing translations for marketing and general program collateral, turning increased website visitors into members, surveys and retroactive email opt-in options. The next call will be December 4th.

Diversity, Equity and Inclusion Division (DEI): The division meets on the third Tuesday of each month. Recent discussion topics included leveraging the chamber's role to make connections between minority-owned small businesses, expanding programs to immigrant communities and event logistics.

Education and Talent Development Division (ETD): In Q3, the division met to discuss talent attraction programs and technical school closures. Future programming will cover trends in workforce legislation, yearly priorities, goal setting with higher education partners and a webinar with sponsor CAEL. We are finalizing the location for the 2025 Education and Talent Convening and are targeting March 5 – 7, 2025.

Economic and Community Development Division (ECD): The division met to discuss integrating economic inclusion into chamber initiatives, visitation data and public private partnerships for transportation.

Events Division: On August 29, the events division held a joint division call with the DEI division on DEI strategies in event planning. On September 18, the division hosted a call joint division call with the Finance & Operations division on event evaluation through examining profit, attendee engagement and staff time.

Finance and Operations Division: The division had a cross-division call with Events in September. The next call in November will feature a guest speaker from the U.S. Department of Labor, Wage and Hour Division to review updates to the Federal Fair Labor Standards Act and how to best prepare for the changes.

Government Relations Division: The in-person meeting during ACCE's convention focused on top policy priorities. The September call featured a discussion on local elections and ballot measures strategies. The group continues to hold calls on the fourth Thursday of the month.

Membership Development Division (MDD): On August 27, the division hosted a call on membership models and pricing. On September 25, the division hosted a call on goal setting and driving decisions with data. We are currently working to finalize the location for the 2025 Membership & Revenue Development Conference and are targeting March 19 – 21, 2025.

Other Professional Development Programming

Sales Contest and Lifetime Sales Achievement Awards: Sales Contest submissions for Q3 were due on October 4, and the leaderboard is available on the [program's webpage](#). Winners of the 2024 Sales Contest will be celebrated at the 2025 Membership and Revenue Development Conference in March.

CCE Program: We recognized ten new CCEs at #ACCE24. Currently, there are 36 new candidates who have submitted their Intent to Apply form, some who intend to apply in 2026. There is an [informational webinar](#) on October 20 for interested candidates. The CCE Commission welcomed three new commissioners in July: Justin Groenert, Jim Johnson, and Charlie Moore.

Webinars and E-Learning: Recent webinars have covered Walmart's second-chance hiring strategy, chamber mergers and setting goals with higher education partners. We also released an on-demand course on how chambers can use AI, which included a live Q&A with the subject matter expert. Upcoming webinars will focus on workforce legislation and workforce development. We will be releasing updates to ACCE's DEI Resource Guide later this fall.

Chamber of the Year: Chamber of the Year winners were announced at the convention awards ceremony on July 17 and are announced in ACCE's July 18 [blog post](#). We are currently working on potential program updates and shifts to streamline the process for applicants and judges.

Sales Coach Program: Eight coach-mentee pairs from this year's Sales Coach Program participated in a mid-cohort call on August 15. The call provided an opportunity to share experiences, address progress and discuss any challenges faced so far. The program wraps up this fall, and registrations for next year's program will open in early 2025.

Certificate in Chamber Management: To date in 2024, chamber professionals have completed 93 courses. Nine people have completed all seven [CCM courses](#) this year. ACCE staff are working on more 2.0 courses to add to the program offerings. New courses for Government Relations and Economic Development will be released this fall.

Workforce Development Fundamentals Certificate: [Registration](#) for ACCE members opened this August for the November – December program. As of this report, there are still a few spots remaining for ACCE members. We are exploring additional opportunities for future webinars and certificate courses with IEDC.

ACCE Convention: Nearly 1,000 attendees joined us in Dallas for the 2024 Convention. Net revenue was strong and exceeded what was budgeted. Overall evaluation results were positive as well, and the team is currently evaluating upgrades. We have started the planning process for the 2025 Convention (July 22-25, 2025 in Philadelphia, PA) and will launch registration in late 2024.

ACCE Next Generation Leadership Program: The team is currently developing a program to prepare the next generation of chamber professionals for future leadership opportunities within the industry. The program will launch in early 2025 and will help participants build their personal leadership skills, gain industry subject matter expertise and provide opportunities for mentoring and coaching.

Virtual Resources on Chamber Board Management: Staff are building out resources for chamber boards and training on how chamber leaders can work more effectively with their boards. The on-demand resources will be housed on the [Board Management](#) resources page. Current resources in development include an onboarding video to orient new board members to the chamber industry and some short trainings on aligning governance with organizational goals.

Regional Conferences and Topical Convenings

Save the date for these upcoming conferences:

- Government Relations Division Roundtable Meeting, November 10-12, Phoenix, AZ

DEI Practitioners Meeting: The 2024 DEI Practitioners Meeting was held Oct. 1-2 in Louisville, KY. 14 chamber professionals participated in the two-day conference that highlighted Louisville's progress and resources in advancing economic inclusion. Attendees heard from top local business and community leaders and participated in a tour of West Louisville.

Events and Communications Conference: The Events and Communications Conference in St. Paul, MN was held on October 16-18. The event sold out with 114 registrants, which represents a 20% increase in attendance over last year. Topics included evolving your brand, designing inclusive events, content marketing and event sponsorship strategies.



Communications & Networks Report

Will Burns, Vice President – Communications & Networks

ACCE Communications

Chamber Executive: The Summer 2024 edition of *Chamber Executive* is online. The issue showcases award-winning chambers and features articles that highlight Chamber of the Year winners' high-impact programs, the Awards for Communications Excellence Best in Show winning entries, profiles of the 2024 CCE class and a Q&A with chamber events and programming professionals. It also features this year's Dana Ketterling Lifetime Sales Achievement Award winners and the strategies behind their career success.


- **Events & Programming Trends:** In the magazine's Ask the Pros feature, several chamber events and programming professionals shared their insight into events-related trends, strategies and practices in areas of sponsorships, budgeting, innovative event planning tools and more.
- **The Fall 2024 issue** will be published in November and will feature the 2024 ACCE 40 Under 40 and articles on freemium membership models, chamber strategies to promote entrepreneurship and more.


Social Media Highlights: ACCE achieved growth on our social media channels during the last quarter.

- LinkedIn: Follower count grew by 320 | Impressions grew by 48% and average page engagement is up 240%
- Facebook: Follower count grew by 196 | Impressions down 14% (but strong at 134K) and average post engagement is up 34%
- Instagram: Follower count grew by 102 | Impressions grew 64% and page engagement remained unchanged. Profile views grew 224%.


Top Performing Posts - Facebook

 ACCE24 Day One in Photos

 Chamber of the Year Winners

 ACE Best In Show Winners

Top Performing Posts - LinkedIn

 Chamber of the Year Winners

 2024 CCEs Announced

 ACCE24 Wrap-Up Photos

Research & Benchmarking

Chamber Pulse Surveys: ACCE continues to uncover and monitor industry trends through pulse surveys. This quarter, we released the results of surveys focused on [governance trends](#) and [communications and marketing metrics](#). The next pulse survey will cover policy and political action. You can find the results of our previous surveys on our [website here](#).

AskACCE: The team continues to provide Q&A and in-depth research services. From July through September 2024, we responded to 81 [AskACCE requests](#). Satisfaction ratings averaged 4.6/5.0. Inquiries focused on:

- **Succession Planning:** Sample succession plans and CEO job descriptions, executive search best practices, interim CEO guidelines.
- **Mergers & Partnerships:** Exploration of mergers between chambers and economic development and/or tourism organizations, merger best practices, organization charts for merged chambers.
- **Chamber Foundations:** Fundraising and marketing best practices, donor advised funds, corporate giving trends.

Dynamic Chamber Benchmarking: Our new [salary and benefits report](#) was published in September 2024. This year's operations report can also be purchased [online](#). Members that have completed the surveys can [log back into DCB](#) to access dynamic reports, metric comparisons and a free copy of each publication.



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. More information about the platform and reporting 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.

New Resources

- **National Support Your Local Chamber Day:** Support Your Local Chamber of Commerce Day is Wednesday, October 16, ACCE and we released a series of [ideas and resources](#) chambers can use to leverage the day to promote their missions, highlight teams, showcase impact and tell their stories.
- **Merger Resources:** ACCE launched a [new online resource](#) that curates our content plus helpful external resources on chamber mergers. It highlights examples of different structures, tips from CEOs who have led mergers and other best practices for those considering merger discussions.
- **New CEO Resources:** ACCE is creating a series of resources for new CEOs to help them hit the ground running and flatten the learning curve. The first two we shared are:
 - **New CEO Onboarding Checklist:** A simple five-page document to help you keep your focus on what's most important in those crucial early days in the role. From basic onboarding tasks to getting meetings scheduled with your most important stakeholders, use this checklist as a guide to help you get up to speed. [Download](#)
 - **Business Model Canvas for Chambers:** We designed this tool to help chamber leaders describe, refine and transform key elements of their organization's business model. It can help incoming CEOs gain a greater understanding of the current state of the organization and begin to identify strengths and areas of opportunity. A great tool to set a baseline before you plan for improvements. [Download](#)

Community Peer Groups

Metro Cities Council: ACCE's Metro Cities Council's September call featured a discussion on election initiatives. The group's next call is scheduled for November 20 at 2 p.m. ET. The group will meet in person on February 19-21 in Orlando, Florida, hosted by the Orlando Economic Partnership.

Major Cities Council: ACCE's Major Cities Council's September call featured a discussion on internal operations with a mini case study and Q&A on the Entrepreneurial Operating System. The group's next call will be November 19 at 2 p.m. ET. The group will meet in person on March 2-4 in Wilmington, North Carolina, hosted by the Wilmington Chamber.

Emerging Cities Council: Emerging Cities Council continues to meet quarterly. Its September call focused on political and social fragmentation. The council's Google Group remains a valuable resource for ideas and information-sharing among members. Topics of recent online discussions include chamber foundations, affinity programs, membership software and code of conduct policies for chamber boards.

Hometown Chamber Council: The council discussed challenges and opportunities for chambers of commerce during its in-person meeting at the ACCE Convention in Dallas. Its next call will be held on November 13 at 3 pm ET. The council's Google Group remains a valuable resource for information-sharing among members. Recent threads focused on updating your bylaws, code of conduct policies for chamber ambassadors and policies for parent and child companies.

Joint Metro/Major Cities Council CEO Meeting in Memphis

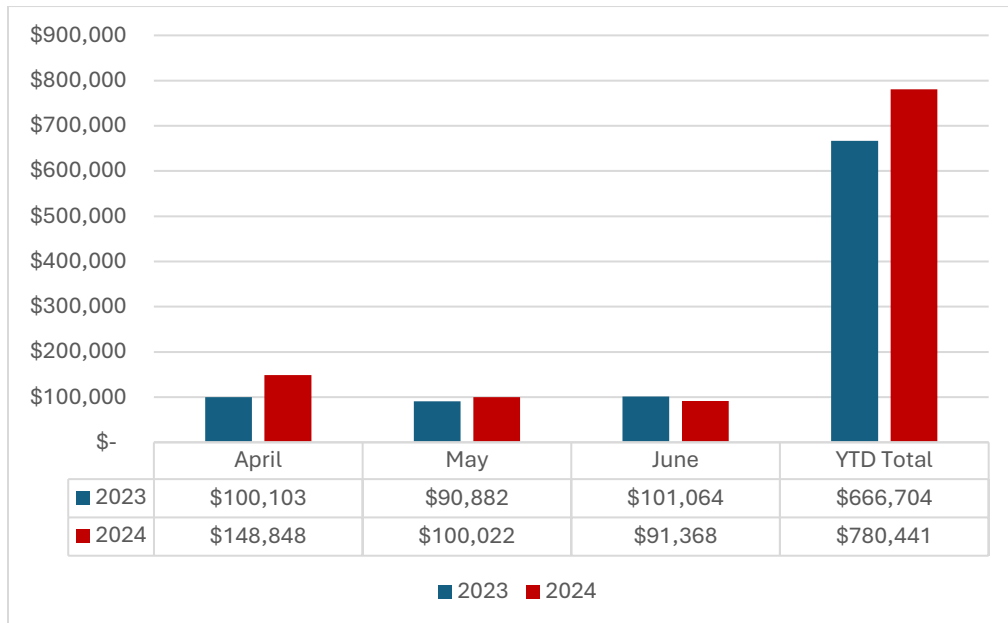
The Metro Cities Council and Major Cities Council held a joint meeting in Memphis, Tennessee. The meeting focused on skills training and economic mobility, adaptive reuse and changing expectations of chambers. The group also heard from the President of the National Civil Rights Museum and visited Crosstown Concourse, the largest adaptive reuse project in Tennessee. The \$210 million complex includes 630,000 square feet of commercial space, 265 apartments and 65,000 square feet of retail, dining and entertainment space and tenants such as the Memphis Teacher Residency, Church Health and Crosstown High School.



Member Engagement & Partnerships
Ryan Keedy, VP Member Experience & Partnerships
 October 2024

Membership Retention & New Sales:

- Our membership renewal retention rate through June is 91%.
- Between April – June we welcomed 20 new chamber members representing \$26,994 in new revenue.
- Our YTD new member revenue is \$58,888 (82% to our \$72,000 goal, 7 months into the fiscal year).
- We welcomed three new Horizon Investors between April – June:
 - Greater Akron Chamber of Commerce
 - Greater Winston-Salem, Inc. (Chamber of the Year Award Winner)
 - McKinney Chamber of Commerce
- Annual dues audit process will be completed by year end for upcoming FY25 invoicing.



Total membership revenue collected year-over-year for FY months that are closed out.

Corporate, Convention and Regional Sponsorship Sales:

- The new VP of Partnerships is meeting with current and prospective sponsors to better assess partnership value, sponsor benefits and determine how sponsorship structures can evolve to meet the dynamic needs of our partners.
- Review of event sponsor benefits for the regional meetings and convention, as well as annual partner benefits are in process.
- Revised collateral for ACCE Partner Overview and 2025 convention are in development.
- If you know an organization that would like national exposure to chambers of commerce and/or businesses of all sizes, please contact Ryan Keedy at rkeedy@acce.org or (703) 998-3545.

Q3 Technology Update

Emma Griffin, Sr. Manager, Technology Projects

Enhanced Cybersecurity Policies and Practices

Incident Response Plan and Disaster Recovery Plan

We have developed and formalized both an Incident Response Plan (IRP) and a Disaster Recovery Plan (DRP). These are crucial documents that outline how we will respond to cybersecurity incidents and how we will recover from any system failures or disruptions. Having these plans in place helps us safeguard our members' and our organization's information while minimizing any financial or reputational impact.

Risk Assessment Program for Third-Party Technology Vendors

We have implemented a formal risk assessment program for evaluating the security practices of our third-party technology vendors, including those that provide critical services like cloud hosting, CRM, and accounting software. This program enhances our ability to mitigate potential risks before they impact our operations.

Quarterly User Access Review Process

We have formalized and implemented a process for conducting quarterly reviews of who has access to our internal systems and documents. This ensures that only authorized personnel can access sensitive information, reducing the risk of unauthorized access or data exposure.

Bi-Annual Cybersecurity Awareness Training

We have increased the frequency of our cybersecurity awareness training from once per year to twice per year. Additionally, we've updated the content of the training to include information on current industry cybersecurity concerns, such as phishing scams and ransomware attacks. This ensures our staff remains vigilant and knowledgeable about emerging threats, making them an active part of our organization's defense against cyberattacks.

Salesforce/Fonteva Enhancements

Dashboards for Membership and Sponsorship Teams

We have created new, custom dashboards for the Membership and Sponsorship teams, which give them real-time visibility into key metrics such as member engagement, renewals, and revenue.

Grant-Specific Programmatic Work

ACCE Foundation's Economic Mobility Fellowship: The [2024 Fellowship](#) cohort ended in July. Fellows submitted regional action plans with key performance indicators related to upskilling or reskilling workers. This work is funded by the Truist Foundation. Staff are planning for future Fellowship cohorts.

Equitable Credential Attainment Cohort Program: Participating communities recently submitted their plans for increasing credential attainment in their communities. In mid-October, the cohort will report out to their peers on progress to date and plans for the rest of the grant period.

Urban Higher Education Ecosystems: The Foundation hosted a virtual training on setting inclusive goals with higher education partners on October 10. Future webinars will focus on identifying barriers and challenges. We will also launch the first series of on-demand courses that help chambers understand how to work with higher education partners to increase credential and degree attainment. This work is funded by the Kresge Foundation.

Rural Workforce Development: The [Economic Mobility for Rural Workers](#) cohort will wrap up at the end of November. Cohort members were profiled in a series of one-pagers and videos sharing their successes and lessons learned. The Foundation will begin building out a toolkit to support other rural chambers in replicating these pilots. This work is funded by Ascendium Education Philanthropy.

Smart Justice: ACCE's grant from the Just Trust ended in August. The Foundation held a special meeting at the 2024 ACCE Convention to discuss smart justice and community safety. The Foundation recently released one-pagers on [community safety](#) and [retail theft prevention](#). We will continue to pursue funding for this body of work.

Skills-Based Hiring: The Foundation hosted a Skills-Based Hiring Lifecycle training from July – September. 2025 programs are currently being scheduled. In spring 2025, ACCE will launch an employer accelerator to coach small and mid-sized businesses on implementing skills-based hiring. 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
- Working to identify a funder for 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
- Met with the Urban Institute to discuss potential opportunities for partnership
- Submitted a proposal to support the development of resources for chambers interested in preparing for electric vehicle industry jobs in their communities

Workforce Development

- Developed a follow-on proposal for Ascendium Education Philanthropy to continue providing support for rural chambers to create pathways for mobility for local workforce (grantmaking from Ascendium Education Philanthropy is currently on hold as they finalize the new strategic plan)
- Met with ECMC to discuss rural work and potential opportunities for collaboration
- Working with IEDC and National Association of Workforce Boards to identify potential opportunities for joint funding

Other

- Revising proposal with Interise to fund the expansion of minority business accelerators to additional chambers and regions
- Working with the deBeaumont Foundation to develop tools for chambers to better engage with public health officials
- Exploring opportunities for federal funding for increasing career exposure and exploration for K-12 students

Fringe Benefits, Inc.
Candace Boothby, Chair
October 24, 2024

The 401(k) annual plan reviews and independent audit filing were completed at the end of July. This is a full month earlier than the previous year.

The team has been working with an outside party and a developer to create a tool that helps support the compliance work of the team. Updates on the first draft of that tool are being made. The hope is that the team can utilize this tool beginning January 2025.

We have launched a pilot program this September with a goal to convert 10% of the 401(k) employers to import employee updates, contributions, and compensation data into Principal's system by end of this year. The results of which would be reduced time at the Plan Administrator level when submitting this data to Principal and to decrease user error which can result in costly unanticipated expenses for the organization.

457(b) utilization remains strong. Increased communications to Plan Administrators has led to small growth in both the 457(b) and 401(k) plans.

Insurance rates for 2025 are anticipated to remain unchanged except for dental which will see a slight increase because of utilization in the plan. A conversion to the new monthly invoicing system linked to our database has been successfully implemented. The new system runs at a lower cost to FBI for the automated email distribution of the monthly premium invoices to Plan Administrators.

FBI recently agreed to a renegotiated contract with the Benefits Trust which created the opportunity to realign staffing to offer better service and overall outcomes for the plan. We are in the search phase for a new Client Services Associate to join the team by year end. Talks continue with the Benefits Trust for additional contract adjustments for 2025.

The ACCE team continues to further the implementation of cybersecurity enhancements received as recommendations from the 401k plan cybersecurity audit performed by the Benefits Trust independent auditors. These adjustments support the security of ACCE members' data in a way that positions us with some of the most advanced cybersecurity testing, programs and protocols in the industry.

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	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
Sheree Anne Kelly	April '24	Brownwood Area Chamber board meeting	Virtual	Presented on The Future of Chamber Value & Relevance
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
Kevin Jacobs	April '24	MAKO Annual Conference	Branson, MO	ACCE membership booth and presenter: Trends in Member Engagement: Driving member engagement and growth among a constantly changing economic landscape.
Sheree Anne Kelly	May '24	ICC World Federation of Chambers: Regional Summit of the Americas	Bogotá Colombia	Panelist: Business Beyond Borders: MSMEs Going Global
Sheree Anne Kelly	May '24	ASAE Key Industry Association Committee Meeting	Washington DC	Focus topic on foreign relations featuring Linda Weissgold
Kevin Jacobs	May '24	ASAE Membership, Marketing, Comms and Tech Conference	Washington DC	Attendee
Kyle Trent	May '24	Groom Law Conference	Washington DC	Attendee
Sheree Anne Kelly	June '24	ASAE	Meeting	Met with Michelle Mason, president & CEO
Amy Shields & Sheree Anne Kelly	June '24	Toyota	Virtual	Discuss ACCE Foundation's work and potential intersections of interest
Amy Shields	June '24	ECMC	Virtual	Introduction to rural ACCE Foundation work
Amy Shields	June '24	Weinburg Foundation	Virtual	Introduction to rural ACCE Foundation work
Sheree Anne Kelly	July '24	Orlando Economic Partnership	Meeting	Discussion around hosting World Chambers Congress

Sheree Anne Kelly	July '24	Arlington Chamber board retreat	Arlington, VA	Facilitated strategic planning retreat
Sheree Anne Kelly	July '24	Chamber of Commerce of Fargo/Moorhead/W. Fargo	Fargo, ND	Facilitated strategic planning retreat
Sheree Anne Kelly	August '24	St. Paul Area Chamber	Virtual	Facilitated strategic planning retreat
Sheree Anne Kelly	Aug. '24	Pravi	Meeting	Meeting to discuss collaboration between our organizations
Amy Shields	Aug '24	WACE Academy	Sacramento, CA	Presented session on staff management and development
Amy Shields	Aug '24	Ruston-Lincoln Chamber of Commerce board retreat	Ruston, LA	Facilitated strategic planning session
Amy Shields	Aug '24	Rework America Alliance Network meeting	Virtual	Met with other national partners on hiring and skills
Sheree Anne Kelly	Sept. '24	Georgetown University McDonough School of Business	Washington DC	Meeting with Dean Dasmohapatra
Sheree Anne Kelly	Sept. '24	Lancaster Chamber	Kennett Square, PA	Facilitated strategic planning retreat
Sheree Anne Kelly	Sept. '24	KY Chamber of Commerce Execs	Louisville, KY	Keynote speaker at annual conference
Sheree Anne Kelly	Sept. '24	Greater Louisville Inc.	Louisville, KY	Facilitated staff retreat
Sheree Anne Kelly	Sept. '24	US Chamber Committee of 100	Palm Beach, FL	Member/attendee
Amy Shields	Sept '24	Urban Institute	Virtual	Met to discuss current initiatives and potential partnership
Amy Shields	Sept '24	National Fund for Workforce Solutions SHIFT Conference	Memphis, TN	Attendee
Sheree Anne Kelly	Oct. '24	AZ Chamber Execs	Mesa, AZ	Keynote speaker at annual conference
Sheree Anne Kelly	Oct. '24	ASAE Academy	Virtual	Building a Resilient and Future-Ready Workforce
Sheree Anne Kelly	Oct. '24	National Beer Wholesalers Association	Alexandria, VA	Met with president & CEO to connect around current initiatives
Sheree Anne Kelly	Oct. '24	National Assoc. of Workforce Boards & IEDC	Washington, DC	Met with CEOs to connect around current initiatives
Sheree Anne Kelly	Oct. '24	Eurochambres	Meeting	Met with president & CEO to connect around current initiatives
Sheree Anne Kelly	Oct. '24	Harvard Business Review	Virtual	Future of Business 2024

Sheree Anne Kelly	Oct. '24	Greater Spokane Inc.	Spokane, WA	Keynote speaker at Leadership Advisory Council; GSI staff & senior team presentations; keynote speaker at regional chamber event
Sheree Anne Kelly	Oct. '24	Montgomery County Chamber board meeting	Rockville, MD	Presented on the trends and best practices in the industry
Will Burns	Oct. '24	American Immigration Council	Columbus, OH	Attendee
Amy Shields	Oct '24	Glenwood Springs Chamber board meeting	Virtual	Presented on chamber foundation trends
Amy Shields	Oct '24	USCC, IOM Board Meeting	Washington, DC	Curriculum Committee, Board of Trustees and DEI Committee meetings
Amy Shields	Oct '24	Business-Higher Education Forum Meeting	Washington, DC	Connect with business and higher education executives
Amy Shields	Oct '24	Workforce Ecosystem Collaborative Kick-off	Virtual	Meeting with other adult education and workforce partners to identify trends and issues
Amy Shields	Oct '24	Opportunity@Work	Virtual	Discuss skills-based hiring and alignment in work
Rumsha Ahmed	Oct '24	CAEL Conference	New Orleans, LA	Presented on Designing a Regional Talent Strategy for Economic Mobility
Rumsha Ahmed	Oct '24	High school career fair	Aldie, VA	Presented on communication skills and chamber/association jobs
Karen Rose	Oct. '24	ASAE Business Solutions	Virtual	Attendee for webinar: An Ever-Evolving Boardroom: Examining the State of Association Governance

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.