

# Board of Directors Meeting

October 26, 2023  
Alexandria, Virginia



ASSOCIATION OF  
CHAMBER OF COMMERCE  
EXECUTIVES

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# **Board of Directors Briefing Book**

## **October 26, 2023**

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## LARRY HOGAN

Larry Hogan isn't a career politician. A best-selling author, lifelong small business owner, cancer survivor, and the most popular Governor in the history of Maryland, Governor Hogan's unique insights into crisis management and leadership have been recognized internationally.



On election night 2014, written off by conventional pundits, outspent more than 5-1, and outnumbered in party registration by more than 2-1, Larry Hogan pulled off the biggest upset in America and became only the second Republican Governor of Maryland in 50 years.

After only a few months on the job, Governor Hogan was beset by back-to-back crises: one in the national spotlight and one in his personal life. The first was dealing with the worst riots and civil unrest in a generation. The second was battling life-threatening cancer.

Governor Hogan's leadership through both these difficulties drew both national and international praise and commendation – from the President to the Pope, to business leaders, and politicians from both sides of the aisle.

Despite these daunting challenges, Governor Hogan got to work keeping his promise to Change Maryland for the Better. He forged bipartisan consensus on important issues and led the greatest economic turnaround of any state in the country – taking Maryland from 49th out of 50 states in economic performance to 6th.

The people of Maryland rewarded his success. Governor Hogan defied the odds and became only the second Republican governor to be re-elected in Maryland's history when he won a landslide re-election in 2018, a year that proved disastrous for other Republicans, nationally.

As a Republican governor with a super-majority Democratic legislature, the popular view was that Annapolis would reflect the same partisan gridlock as Washington DC. Governor Hogan defied the odds, yet again, and worked with political opponents to pass the largest tax cuts in Maryland history, and forged compromises that allowed him to reduce taxes eight years in a row. For those eight years, Annapolis stood as proof that an antidote to partisanship existed.

When COVID-19 struck the United States in 2020, Governor Hogan took bold and decisive action and led the nation's governors through the pandemic as Chairman of the National Governors Association. The Governor's data-driven, open and transparent approach to handling the crisis was widely praised as both balanced and effective.

Governor Hogan left office in 2023 with the highest recorded approval rating of any Governor in Maryland's history. Across every party affiliation, demographic and racial line, and geographic divide, Governor Hogan's approval rating was near-or-exceeding 80% – a level that is wholly unprecedented in modern American politics. Throughout his entire eight years in office, the Governor was routinely ranked in the top three most popular governors in the country.

Whether it was navigating crises, working to forge commonsense and bipartisan solutions, engaging with average citizens, or defying conventional wisdom to achieve breakthrough success, Governor Hogan stands as an internationally recognized leader and sought-after advisor.



# Governor Larry Hogan

PRESENTED BY



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Worldwide Speakers Group (WWSG) is a leading global lecture agency and trusted partner to elite professional speakers, providing distinctive performance and innovative solutions in the global lecture and speaker industry. WWSG artfully connects speakers to corporate, trade, education, and commercial customers worldwide.

WWSG exclusively represents many distinguished individuals, including former U.S. Treasury Secretary Henry M. Paulson, Jr., former Vice President Mike Pence, former Italian Prime Minister Dr. Mario Draghi, famed economist and historian Niall Ferguson, former FDA Commissioner Dr. Scott Gottlieb, former Canadian Prime Minister Stephen Harper, former World Bank President Robert Zoellick, CNN Chief Medical Correspondent Dr. Sanjay Gupta, Financial Times' Book of the Year winner Chris Miller, former Chair of the Federal Deposit Insurance Corporation Sheila Bair, former U.S. Secretary of Homeland Security Gen. John Kelly, and many others.





## ACCE Board of Directors Meeting

October 26, 2023 | 8:15 a.m. EDT

Alexandria, VA

### AGENDA

**7:45 a.m. Breakfast and Reconnecting**

**8:15 a.m. Welcome and Introductions**

**8:45 a.m. Governance**

- Review and Approve Minutes – July 31, 2023 Meeting
- Consent Agenda – New Members for Approval
- Treasurer’s Report
  - Financial Report
  - Investment Strategy Update
- Audit Update
- FBI Governance – Annual Stockholders Meeting

**9:15 a.m. Foundation Update**

**9:20 a.m. President’s Report**

- State of ACCE
- Board Survey Results
- Updates on Strategic Initiatives
- Office Move Update
- Annual Convention 2023, 2024, 2025 & 2026
- Membership Model Update & Discussion

**10:00 a.m. Break**

**10:15 a.m. Micro-session: Phoenix’s Scalable Workforce Initiative**

Hear how the Greater Phoenix Chamber has leveraged its 501 (c)(3) foundation to imbed in regional high schools to support students and educators with career tracking, skill building, and credentialing. The program offers 100+ paid semester-long internships, plus the chamber’s advocacy work also supported the passing of a bill giving \$15 million to ensure all area high school students graduate with at least 6 hours of dual-enrollment credit. The effort has strengthened the chamber’s position, grown its team and built new partnerships.

Presenter:

**Todd Sanders, *President & CEO*, Greater Phoenix Chamber**

**10:40 a.m. Micro-session: Kansas City's Business Response to Crime**  
Chambers are increasingly engaged in work to address crime and related challenges, which impact both businesses and the broader community. The Greater Kansas City Chamber has been working for several years to address crime and violence in their region. You'll additionally hear about their work on police relations.

Presenter:

**Joe Reardon**, *President & CEO, Greater Kansas City Chamber of Commerce*

**11:00 a.m. Partisanship, Polarization and Civility: Where Do We Go From Here?**  
Communities are facing increased polarization and the inability to reach bipartisan agreement and collaboration. Ripple effects go beyond political decision-making, and the divide continues to hamper progress for our communities. Known for his strong platform around civility and cooperation, Governor Hogan will discuss this pressing issue and paths forward.

Presenter:

**Governor Larry Hogan**, *Governor of Maryland (2015-2023)*



*Thanks to our generous sponsor and partner, Worldwide Speakers Group.*

**11:50 a.m. Policy Updates and Workforce Efforts**  
Hear from ACCE partner, Comcast on their latest policy initiatives and efforts around workforce and talent.

Presenter:

**Bret Perkins**, *Senior Vice President, External and Government Affairs, Comcast*

**12:00 p.m. Networking Lunch**

**12:45 p.m. Chambers Engaging on the Opioid Crisis**  
Hear an overview of current chamber engagement in the opioid epidemic ranging from programming to employer toolkits

**1:30 p.m. Thought Leader Session: The Opioid Crisis and Business' Role**  
We're joined by national expert and lead for our nation's drug policy who will outline the current state of the epidemic and the places where business can provide leadership. Responsible for a \$41 billion budget, working across 19 federal agencies, Dr. Gupta sits at the epicenter of the crisis and is working actively to build solutions.

Presenter:

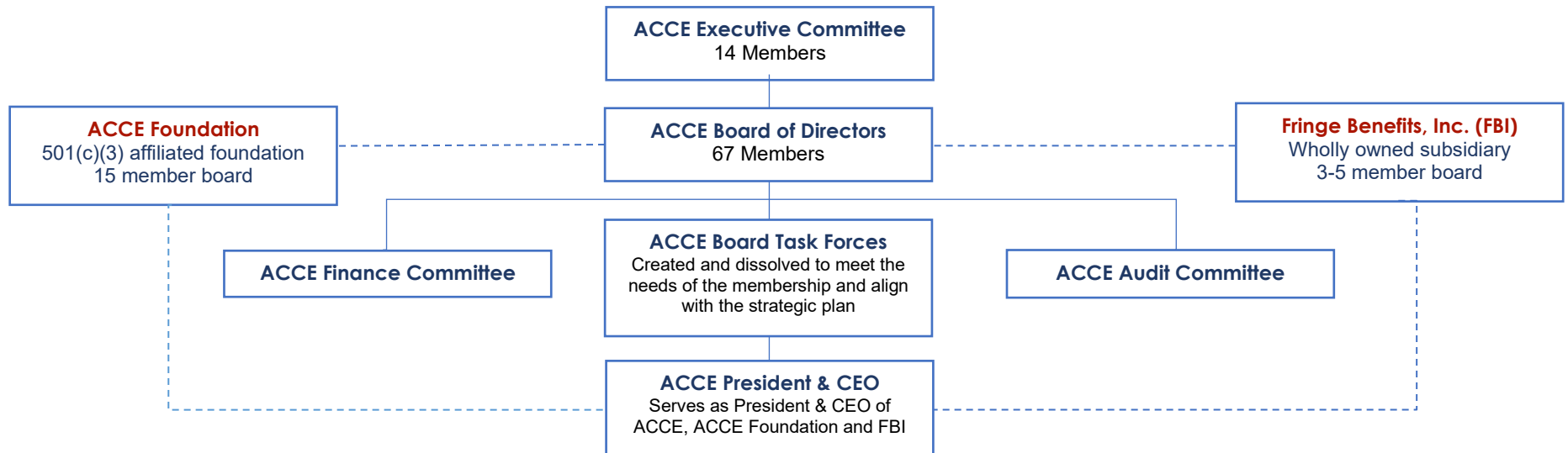
**Dr. Rahul Gupta**, *Director of National Drug Control Policy, The White House*

**2:00 p.m. Closing Remarks**

**2:15 p.m. Adjourn**



## Governance Map



ACCE Board Diversity Statistics: October 2023

ACCE uses a lens of DEI in its governance work. We seek candidates who bring diversity individually, via location, chamber size and type, as well as expertise. Below, please find stats comparing ACCE board diversity over time, including specifics from spring 2022 to current, October 2023 statistics as well as notes from when we began using this DEI lens in the 2018-19 fiscal year.

- Spring 2022:** 67 directors on the board
- Spring 2023:** 61 directors on the board (6 vacant seats)
- October 2023:** 67 directors on the board

**Chamber size:** Our largest investors tend to be from larger chambers. With that, we are mindful of being representative of our entire membership. It’s also worth noting that chambers with revenues less than \$1 million often find it cost prohibitive to attend board meetings.

Chamber Size by Revenue	% of Board 2022	% of Board Spring 2023	% of Board Oct. 2023	% of Total ACCE Membership (Spring 2023 #s)
<\$450k	14%	18%	23%	44%
\$450-900k	13%	15%	12%	25%
\$900k-2m	20%	20%	16%	17%
\$2-5m	38%	37%	34%	9%
>\$5m	15%	10%	15%	5%

- Starting point 2018-19 year Board gender:** 46% female; 54% male
- Gender 2022:** 46% female; 54% male
- Gender Spring 2023:** 56% female; 44% male
- Gender Oct. 2023:** 51% female; 49% male

**Age:**

Age range	% of Board 2022	% of Board Spring 2023	% of Board Oct. 2023
<30	0%	0%	0%
30-40	18%	21%	24%
41-50	36%	26%	28%
51-60	39%	46%	42%
>60	7%	7%	6%

- Starting point 2018-19 year Board dimensions of diversity:** (LGBTQ, BIPOC, with disabilities, etc.): 16%
- Dimensions of diversity 2022** (LGBTQ, BIPOC, with disabilities, etc.): 25%
- Dimensions of diversity 2023** (LGBTQ, BIPOC, with disabilities, etc.): 31%
- Dimensions of diversity Oct. 2023** (LGBTQ, BIPOC, with disabilities, etc.): 30% (20 directors)

# ACCE Board of Directors Meeting

July 31, 2023 | 2:30 p.m. MDT  
Salt Lake City, UT

## MINUTES

Present: Juliet Abdel, Brian Anderson, Sara Armstrong, Linda Ashworth, Amber Batchelor, Jason Benitez, Alisha Benson, Carl Blackstone, Beth Bowman, Terra Carroll, Silas Chamberlin, Chip Cherry, Omar Cuevas, Greg Durocher, Natalie English, Ian Fletcher, Barbara Jean Garza, Christy Gillenwater, Eric Godet, David Griggs, Joshua Gunn, Robert Heidt, Pammie Jimmar, Andy Johnston, Adam Knapp, Todd Letts, Sandra Lombana Lindquist, Megan Lucas, Kelle Marsalis, Lori Mattson, Derek Miller, Matt Morrow, Amanda Payne, Carlos Phillips, Matt Pivarnik, Brittany Quick-Warner, Sara Ray, Jeff Rea, Joe Reardon, Jim Rooney, Maria Salinas, Mary Beth Sewald, Kevin Sheilley, Sherry Taylor, Tony Vedda, Allison Walden, Ashli Watts and Sandra Wilson.

Excused: Becky Bartoszek, Katy Brooks, Kati Capozzi, Doris Carson Williams, Adrienne Cole, Tiffany Esposito, Dottie Gallagher, Michel Leblanc, Nicole Quiroga, Todd Sanders and Bryan Starr.

Staff: Sheree Anne Kelly, Stacey Breslin, Beth Bronder, Jacqui Cook and Karen Rose

Chair Christy Gillenwater called the meeting to order and welcomed all to Salt Lake City. Convention host Derek Miller welcomed everyone to Salt Lake City and shared more about the week ahead.

Gillenwater recognized Pammie Jimmar for 25 years of service in the chamber industry.

Gillenwater then welcomed and introduced new board members.

The board reviewed the minutes from the April 13, 2023 meeting. A motion to accept the minutes was made by Eric Godet and seconded by Jim Rooney. *Motion carried.*

Gillenwater 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 Megan Lucas and seconded by Sandra Wilson. *Passed.*

Gillenwater called on Treasurer Alisha Benson for the year-end financial report. She noted that our cash position is strong, at \$3.7 million. Benson shared that we have invested \$1.5 million into board-approved investment vehicles and its value is now \$1.6 million. Total net assets are \$4.1 million. Membership revenue is above budget. 2022 convention registration revenue was on target and sponsorship funding exceeded goal. Benson clarified miscellaneous income from Meta which includes a \$50k donation for a 2023 convention sponsorship and \$55k earmarked for a 2023 strategic partnership. Guidelines for allocating the funds are being followed in accordance with recommendations by ACCE's auditors. Net income for ACCE, the foundation and FBI exceeds budget. David Griggs made a motion to approve the financial report which was seconded by Beth Bowman. *Passed.*

Benson then presented the finance report through May 31, 2023. ACCE's total net assets stand at \$4.1 million. Benson shared an overview of ACCE's operating checking account and cash reserve fund and delineated the purpose of each. She noted that most expenses for the first two months of the fiscal year are lower than budget. The foundation has a positive net income that is running slightly behind budget, but funding for the next ten months is looking strong. FBI currently has a negative net income. A motion to approve the finance report was made by Linda Ashworth and seconded by Eric Godet. *Passed.*

CEO Kelly provided an update on ACCE's investment strategy plan. She then presented the draft Reserve Funding Usage Policy which was approved by the finance committee at its meeting on July 12. A copy is provided in the briefing materials. Matt Pivarnik made a motion to approve the policy. Seconded by Megan Lucas. *Passed.*

Gillenwater called on Nominating Committee Chair Chip Cherry for an update. Cherry thanked members of nominating committees and shared his confidence in the line-up for the coming year. He presented the slate of officers for 2023-24 and made a motion to approve. Sara Armstrong seconded the motion; there were no nays. *Passed.*

Cherry moved on to the Board Nominating Committee. He 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 mid-June and closed on June 27. The slate was approved by the membership.

Cherry noted that the personnel committee will convene this week and CEO Kelly will be given input and feedback. Kelly will draft goals for the year ahead with incoming Chair Carlos Phillips.

Megan Lucas presented the 2023 class of CCEs and commissioners. Todd Letts made a motion to approve the candidates which was seconded by Natalie English. *Passed.*

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

Gillenwater congratulated incoming Chair Carlos Phillips, 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 Gillenwater recognized departing officers and board members and thanked them for their service.

Gillenwater made closing remarks. *Meeting adjourned.*

## **New members for approval from 7/1/2023 through 10/15/2023**

Maysville Chamber of Commerce  
Salado Chamber of Commerce  
Newton Chamber of Commerce  
Walton Area Chamber of Commerce  
Baton Global  
Vacaville Chamber of Commerce  
Twin Falls Area Chamber of Commerce  
Oxford Lafayette County EDC  
Alpharetta Chamber  
Greater Grant County  
Bonne Terre Chamber of Commerce  
Lake Guntersville Chamber of Commerce  
San Angelo Chamber of Commerce  
Bruce Chamber of Commerce  
Gluckstadt Madison Business Alliance  
North Raleigh Chamber of Commerce  
Greater Austin Economic Development Corporation  
Over the Rhine Chamber of Commerce  
Kauai Chamber of Commerce  
Manhattan Area Chamber of Commerce  
Delaware County Chamber of Commerce  
Lancaster by the Bay Chamber of Commerce

**Association of Chamber of Commerce Executives  
Consolidated Projects  
For the Five Months Ending August 31, 2023**

JC-09CONSBS  
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash and Cash Equivalents	2,351,551.61	\$205,700.62	\$2,197,170.26		\$4,754,422.49
Investments	1,619,170.10	\$0.00	\$0.00		\$1,619,170.10
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)	55,973.17	\$129,285.23	\$0.00		\$185,258.40
Accounts Receivable - Trust	0.00	\$76,950.71	\$0.00		\$76,950.71
Due from Related Entities	160,882.84	\$0.00	\$0.00	(160,882.84)	\$0.00
Prepaid Expenses	57,440.71	\$18,654.16	\$82,194.31		\$158,289.18
Prepaid Expenses - Convention	(1,072.00)	\$0.00	\$0.00		(\$1,072.00)
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	105,306.87	\$52,419.68	\$0.00		\$157,726.55
<b>TOTAL ASSETS</b>	<b>\$5,155,258.27</b>	<b>\$483,985.40</b>	<b>\$2,279,364.57</b>	<b>(\$160,882.84)</b>	<b>\$7,757,725.40</b>
LIABILITIES					
Accounts Payable & Accrued Expenses	504,519.19	(\$474.15)	\$0.00		\$504,045.04
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	\$45,685.16	\$113,498.15	(160,882.84)	(\$0.00)
Deferred Dues	482,044.17	\$0.00	\$16,000.00		\$498,044.17
Deferred Other	66,199.45	\$184.55	\$1,907,821.24		\$1,974,205.24
Deferred Rent	63,370.75	\$0.00	\$0.00		\$63,370.75
Deferred Convention	(979.00)				(\$979.00)
Deferred Revenue - National Sponsors	34,009.16				\$34,009.16
Capital Lease Obligations	1,184.00	\$0.00	\$0.00		\$1,184.00
<b>TOTAL LIABILITIES</b>	<b>\$1,414,050.34</b>	<b>\$42,744.48</b>	<b>\$2,037,319.39</b>	<b>(\$160,882.84)</b>	<b>\$3,334,930.90</b>
NET ASSETS					
Net Assets - Unrestricted	3,433,208.36	\$473,925.70	\$251,261.71		\$4,158,395.77
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	307,999.57	(\$32,684.78)	(\$9,216.53)		\$266,098.26
<b>TOTAL NET ASSETS</b>	<b>\$3,741,207.93</b>	<b>\$441,240.92</b>	<b>\$242,045.18</b>	<b>\$0.00</b>	<b>\$4,424,494.03</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$5,155,258.27</b>	<b>\$483,985.40</b>	<b>\$2,279,364.57</b>	<b>(\$160,882.84)</b>	<b>\$7,757,725.40</b>

0.00

Association of Chamber of Commerce Executives  
Consolidated Statement of Activity  
For the Year to Date Period Ending August 31, 2023

	August 23 YTD ACTUAL	August 23 YTD Budget	2023-24 Annual Budget	August 23 Actual vs. Budget YTD \$\$ Variance	August 23 Actual vs. Budget YTD % Variance
<b>FBI</b>					
Total FBI Revenue	454,205.12	450,416.67	1,081,000	3,788.45	1%
Total FBI Expense	486,889.90	450,416.67	1,081,000	36,473.23	7%
<b>FBI Net Income</b>	<b>(32,684.78)</b>	<b>0.00</b>	<b>0</b>	<b>(32,684.78)</b>	<b>100%</b>
<b>Foundation</b>					
Total Revenue	424,047.99	981,868.00	2,329,686	(557,820.01)	(132%)
Total Expense	433,264.52	981,868.00	2,284,076	(548,603.48)	(127%)
<b>Foundation Net Income</b>	<b>(9,216.53)</b>	<b>0.00</b>	<b>45,610</b>	<b>(9,216.53)</b>	<b>100%</b>
<b>ACCE</b>					
<b>Revenue</b>					
Annual Convention	1,012,394.16	1,101,175.00	1,101,175	(88,780.84)	0%
Awards/COY Revenue	14,750.00	16,000.00	32,000	(1,250.00)	0%
Certification	250.00	0.00	14,200	250.00	100%
Chamber Education	25,434.00	9,960.00	114,390	15,474.00	61%
Chamber Executive Magazine Rev	71,775.00	49,030.00	98,060	22,745.00	32%
Divisions	0.00	0.00	7,720	0.00	0%
Executive Search	2,250.00	4,583.33	11,000	(2,333.33)	(104%)
Membership Revenue	669,696.10	687,500.00	1,650,000	(17,803.90)	(3%)
Metro Cities Revenue	5,000.00	0.00	74,904	5,000.00	0%
Misc Income	493.52	0.00	11,000	493.52	100%
National Corporate Sponsors Revenue	159,050.77	160,040.00	222,781	(989.23)	(1%)
Publications & Research Revenue	7,156.78	10,625.00	25,500	(3,468.22)	(48%)
<b>Total ACCE Revenue from Operations</b>	<b>1,968,250.33</b>	<b>2,038,913.33</b>	<b>3,362,730</b>	<b>(70,663.00)</b>	<b>(4%)</b>
<b>Expense</b>					
Admin (Operations, Occupancy, Governance)	220,575.92	212,372.50	509,694	8,203.42	4%
Admin Personnel Costs	208,234.09	289,673.75	695,217	(81,439.66)	(39%)
Annual Convention	797,271.14	1,041,405.00	1,041,405	(244,133.86)	0%
Awards/COY Expense	47,696.63	53,615.00	53,615	(5,918.37)	(12%)
Certifications Expense	11,715.71	11,918.75	28,605	(203.04)	(2%)
Chamber Education Expense	27,809.53	29,034.26	186,937	(1,224.73)	(4%)
Chamber Executive Magazine Expense	27,241.05	30,171.00	60,342	(2,929.95)	(11%)
Divisions Expense	14,695.93	5,770.42	13,849	8,925.51	61%
AskACCE	16,646.89	22,082.50	52,998	(5,435.61)	(33%)
Membership Expense	160,392.58	181,009.58	434,423	(20,617.00)	(13%)
Metro Cities Expense	5,138.35	2,100.00	52,195	3,038.35	59%
National Corporate Sponsors Expense	69,711.58	72,206.25	173,295	(2,494.67)	(4%)
Publications & Research Expense	30,232.31	39,576.67	94,984	(9,344.36)	(31%)
Web Expense	22,889.05	22,204.58	53,291	684.47	3%
<b>Total ACCE Expense from Operations</b>	<b>1,660,250.76</b>	<b>2,013,140.26</b>	<b>3,450,850.00</b>	<b>(352,889.50)</b>	<b>(21%)</b>
<b>ACCE Net Income</b>	<b>307,999.57</b>	<b>25,773.07</b>	<b>(88,120.00)</b>	<b>282,226.50</b>	<b>92%</b>
<b>Total ACCE &amp; Affiliates Revenue</b>	<b>2,846,503.44</b>	<b>3,471,198.00</b>	<b>6,773,416</b>	<b>(624,694.56)</b>	<b>(22%)</b>
<b>Total ACCE &amp; Affiliates Expenses</b>	<b>2,580,405.18</b>	<b>3,445,424.93</b>	<b>6,815,926</b>	<b>(865,019.75)</b>	<b>(34%)</b>
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>266,098.26</b>	<b>25,773.07</b>	<b>(42,510)</b>	<b>240,325.19</b>	<b>90%</b>
<b>Immigration Initiative Revenue **</b>	<b>0.00</b>	<b>0.00</b>	<b>600,000</b>		
<b>Immigration Initiative Expense</b>	<b>0.00</b>	<b>0.00</b>	<b>400,000</b>		
<b>II NET Income</b>	<b>0.00</b>	<b>0.00</b>	<b>200,000</b>		

\*\* Revenue allocated from cash reserve fund

## ACCE Finance Report August 31, 2023 Financial Statements (5 months into the FY)

### **Balance Sheet**

Our cash position is strong with over \$4.7 million. ACCE's accounts payable is \$504k. Included in this line item is the hotel bill for the ACCE convention. Total net assets are standing at \$4.4 million.

### **Consolidated Statement of Activity**

Year-to-date performance is very strong for ACCE.

**Membership Revenue** – ACCE membership is currently 3% below our aggressive budget number, but still tracking ahead of last year's membership revenue. We have recently had a transition with our primary membership staffer and have brought on a contractor who is aggressively working on collections and sales efforts to ensure a seamless transition.

**Convention** – This year's convention was well received and well attended. The financials you see from August are not yet final, as we're awaiting additional expense invoices. Revenue was slightly lower than budget, primarily due to lower-than-projected exhibitor revenue and coming in just shy of our aggressive registration figure. As a reminder, ACCE received pre-payment of Meta's partnership funding that was accounted for in the previous year's finances, while benefits were delivered at the 2023 convention. Staff was able to control expenses without reducing the quality of the conference, which we anticipate will result in a net positive variance compared to budget. We will have final convention financials at our winter board meeting.

**ACCE Expenses from Operations** – Most expenses for the first five 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, which includes expenses related to the office move, and we will continue to invest in the future of our association.

**Net Income** – Five months into the year the ACCE net is better than budget. FBI and the foundation currently have 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 account for the current delay in revenue recognition. Foundation funding for the next seven months looks strong.

**Cash Flow** – Cash flow continues to trend positively. The early gap in cash flow year-over-year from 2022 to 2023 was due to the board-approved investment of cash into our pre-approved investment vehicles.



# Professional Development Programs

Amy Shields, Vice President

*October 2023*

## Division Updates

**Communications Division:** The Q3 call covered several topics, including email deliverability, sponsored content and leveraging AI tools in your marketing and communications efforts. The Q4 call will be held in early December.

**Diversity, Equity and Inclusion Division (DEI):** The division meets on the third Tuesday of each month. Members met to discuss engaging DEI committees, creating business directories and other topics. The 2023 Chamber DEI Practitioners Meeting was in Raleigh, N.C. from October 18 – 19.

**Education and Talent Development Division (ETD):** The division met to discuss the benefits cliff, working with Future Business Leaders of America chapters and other topics. The 2023 Annual Meeting was held from September 27 – 28. ETD Champions met on September 26 to discuss workforce tools and challenges ahead of the meeting.

**Economic and Community Development Division (ECD):** The division met to discuss the benefits cliff, how to support small businesses with international growth and other top-of-mind challenges. The 2023 Annual Meeting and Site Consultant Program was held from September 27 – 28.

**Events Division:** Attendees at the Events Division session during ACCE's convention in Salt Lake City discussed rising inflation, its impact on events and how to cut event costs without diminishing the event experience. We will wrap up the division's fall programming with an open discussion Coffee & Connections call. Our November YP Organizers call will feature chambers that are running successful YP mentor and leadership programming.

**Finance and Operations Division:** The division met for a series of roundtables at the ACCE Convention. Our September division call was an open discussion call. Participants discussed parental leave options and what procedures chambers use when someone is out for an extended period of time. Participants brainstormed ways to be prepared in the case of an employee's sudden absence and what kind of procedures should be documented in advance.

**Government Relations Division:** Recent division calls have focused on the use of public opinion polls, school choice legislation and managing public policy committees. The next call will be held on Thursday, November 2 at 2 pm.

**Membership Development Division (MDD):** At the MDD roundtable session in Salt Lake City, attendees brainstormed on topics such as dues structuring, sales forecasting, sales metrics & KPIs, and sales team collaboration. Programming for membership professionals in the fall will include an informal Coffee & Connections call as well as a continuation of sales forecasting as we move into the new year.

## Other Professional Development Programming

**Sales Coach Program and Sales Contest:** The 2023 Sales Coach Program wrapped in September. We had a total of 18 coaches and 21 mentees participate in this valuable program. In the last cohort call, attendees shared takeaways they gained from the six months spent with their coaches. Many noted that they would recommend the program to their chamber peers. The Sales Contest has been revamped to run on a calendar year and will resume in 2024. This award program will be expanded to include other areas of recognition including sponsorship, retention, and annual funds raised. Winners will be recognized at the annual Membership & Revenue Development Conference.

**CCE Program:** ACCE welcomed ten new CCEs at the 2023 ACCE Convention. The CCE Commission is currently evaluating changes to the CCE process. Some changes will take place for the 2024 class and others are being discussed to implement for the 2025 class. The timeline for 2024 has been updated and [applications](#) are due February 2, 2024. There are currently 25 people who have submitted their intent to apply form. ***Board members who are not currently CCEs are encouraged to apply.***

**Webinars and E-Learning:** Recent webinars have covered international small business growth, the benefits cliff, skills development and strategic partnerships. The team is working on programming for early 2024.

**Certificate in Chamber Management:** CCM courses continue to have strong participation. There have been 87 certificates of completion issued for individual courses. We continue to promote courses and recommend them to those considering their CCE, since you earn CCE credit with completed courses. This program is also serving as a pipeline tool for CCE participation. We also plan to showcase the courses in future marketing to non-members.

**ACCE Convention:** The team wrapped up a successful Convention in Salt Lake with strong attendance numbers and strong financial outcomes. Planning for the 2024 Convention (July 16 – 19, 2024 in Dallas) is underway. The team will also be reviewing bids for the 2025 & 2026 Conventions this fall.

### **Regional Conferences and Topical Convenings**



The 2023 **Talent and Economic Development Annual Meeting** was held September 27 – 28 in Dayton, Ohio. This meeting included our site consultant program and a keynote from Sarah Miller of the Federal Reserve Bank of Atlanta. There were 25 chamber professionals in attendance to discuss issues like childcare, upskilling and rural economic development investments. The team would like to thank the Dayton Area Chamber for their partnership and hospitality. Next year's Annual Meeting will take place May 21 – 23, 2024 in Baton Rouge.

The 2023 **Events & Communications Conference** was recently held in Tulsa, Oklahoma. One hundred chamber professionals participated in sessions on AI, boosting event revenue, navigating community crises and more. For the second year, we also incorporated an optional pre-conference workshop as an additional offering for the event. A recap from this year's conference will be posted on the ACCE blog. The 2024 conference will take place October 16-18 in St. Paul, MN.



The 2023 **DEI Practitioners Meeting** was held October 18 – 19 in Raleigh, North Carolina. The agenda included a presentation from the Triangle DEI Alliance, discussions on corporate commitment to DEI and time to explore challenges and solutions.

The 2023 **Government Relations Meeting** will be held November 12-14 in Charlotte, NC. Registration is live and can be accessed [here](#). The event will include a mix of presentations, roundtable discussions and site visits.

# Communications & Networks Report

## Will Burns, Vice President – Communications & Networks

### ACCE Communications

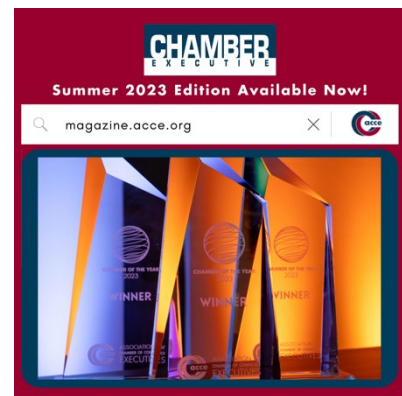
**Support Your Local Chamber of Commerce Day:** ACCE created a library of [online resources and ideas](#) chambers can use to celebrate Support Your Local Chamber of Commerce Day on October 18.

From storytelling advice and sample social media graphics to local government proclamation templates and member engagement strategies, we encouraged ACCE members to take the time to celebrate their impact during our holiday.



**Chamber Executive:** The [Summer 2023 edition](#) of *Chamber Executive* featured award-winning initiatives from the 2023 Chamber of the Year and Awards for Communications Excellence winners. Our Ask the Pros feature shared membership recruitment and retention advice from 2023 ACCE sales contest winners.

- **Meet the New CCEs:** We also shined the spotlight on the [10 chamber leaders](#) who joined the elite roster of professionals who have earned the Certified Chamber Executive designation.
- **The Fall 2023** issue will be published in November. It will feature ACCE's 2023 40 Under 40, new data and insights on chamber foundations and a look back at the 10-year anniversary of the ACCE Foundation's fellowship program.



**ACCE's New Storyteller:** ACCE welcomed Katie Britt, PCED, as its new director of communications and storytelling. In this role, she will lead the association's communications strategy, increase social media engagement and leverage data analytics to optimize our marketing. She is a 2020 winner of our Award for Communications Excellence, during her time at the Wichita Falls Chamber in Texas. She is the vice chair of IEDC's Marketing Advisory Committee, and she earned her Professional Community & Economic Developer certification from the Community Development Council. She's also an FAA certified drone pilot.

### Research & Benchmarking

**Dynamic Chamber Benchmarking:** ACCE's Dynamic Chamber Benchmarking (DCB) collects data from hundreds of chambers and provides access to customizable reports that can help your chamber monitor trends, benchmark performance and make better decisions.

- **New ACCE Salary & Benefits Report:** ACCE released its annual Chamber Salary and Benefits report on October 1. This publication collected data from 322 chambers and presents chamber CEO salary and compensation info broken down into five different revenue categories. It also provides salary benchmarking for professional staff in functional areas, including membership, events, communications, government relations and more. The report is free for chambers who completed the survey, as well as ACCE Horizon Investors and All Access Pass members. Others can purchase the report for \$199. [Learn more.](#)
- **Latest Chamber Operations Report:** We released our annual operations report earlier this year. The report examines organizational structure, function, governance, staffing, membership, and finance. Members who completed the survey can log into the [benchmarking platform](#) to access dynamic reports for free. Others may [purchase the report](#) for \$100. ACCE Horizon Investors and All Access pass members may download for free.



## Chamber Pulse Surveys

ACCE continues to track industry trends with monthly pulse surveys on a variety of topics. We are currently working on surveys on chamber foundations and policy and political engagement. You can find survey results and links to open surveys on our [website here](#). Recent surveys include:

- [August 2023: Chamber Workforce Initiatives](#)
- [July 2023: Chamber Workplace Flexibility](#)
- [April 2023: Software Solutions](#)
- [March 2023: Event Attendance](#)

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

- **Revenue Models Resource Guide:** Released in May 2023, this white paper dives into chamber dues structures and non-dues revenue streams. The report highlights the latest trends and data, shares relevant case studies and provides practical tools to help you explore new revenue opportunities. \$50 for ACCE members | Free for Horizon and All Access members. [Purchase Now](#)

**AskACCE:** The team continues to provide Q&A and in-depth research services. For July through September 2023, we responded to 87 requests into [AskACCE@acce.org](mailto:AskACCE@acce.org), with 85% of the requests being answered and closed within 24 hours. Inquiries focused on:

- **Governance and Leadership:** Strategic planning resources, sample bylaws and succession plans, chamber foundation governance questions and more.
- **Non-dues Revenue:** Questions about fundraising consultants, examples of chamber fee-for-service initiatives and innovative chamber foundation strategies.
- **Human Resources:** Requests for sample job descriptions, employee manuals and staff bonus structures.

## Community Peer Groups

**Metro Cities Council:** The September call focused on approaches to engaging on public safety issues and AI tools chambers are exploring. They will join the Major Cities Council for an in-person meeting November 29 - December 1, co-hosted by the Greater Kansas City Chamber and the Overland Park Chamber.

**Major Cities Council:** The council's September call focused on public safety and crime reduction efforts, regional alignment and fundraising campaigns. The group is planning a fourth quarter call with the Loss Prevention Research Council to learn more about its latest research on how communities are working to address crime, theft and fraud. They will join the Metro Cities Council for the in-person meeting noted above on November 29 - December 1.

**Emerging Cities Council:** Emerging Cities Council continues to meet quarterly. The council's Google Group remains a valuable resource for ideas and information-sharing among members. Topics of recent online discussions include affinity programs, homelessness and employee leave policies.

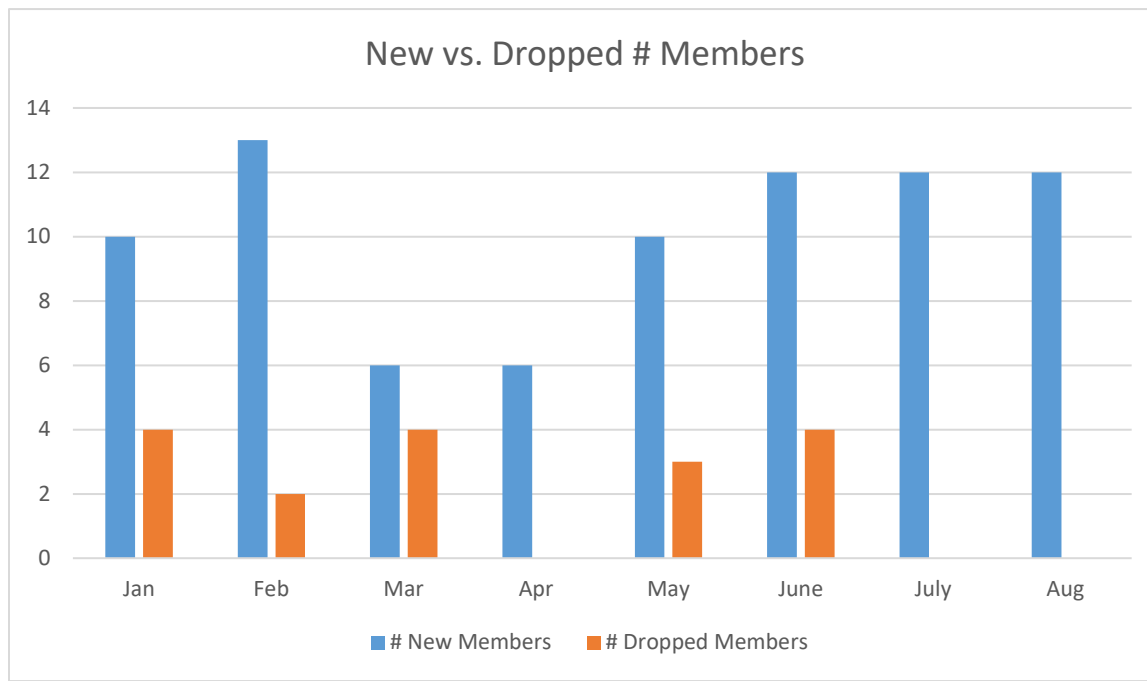
**Hometown Chamber Council:** ACCE board member Nikki Devitt, IOM, President & CEO of the Petoskey Regional Chamber was recently named the new Hometown Chamber Council chair. The council's next call will be held December 13, and will focus on membership retention trends and the state of chamber events. The council's Google Group's recent threads focused on ambassador programs, shop local initiatives and employee handbooks.

## Member Engagement & Partnerships

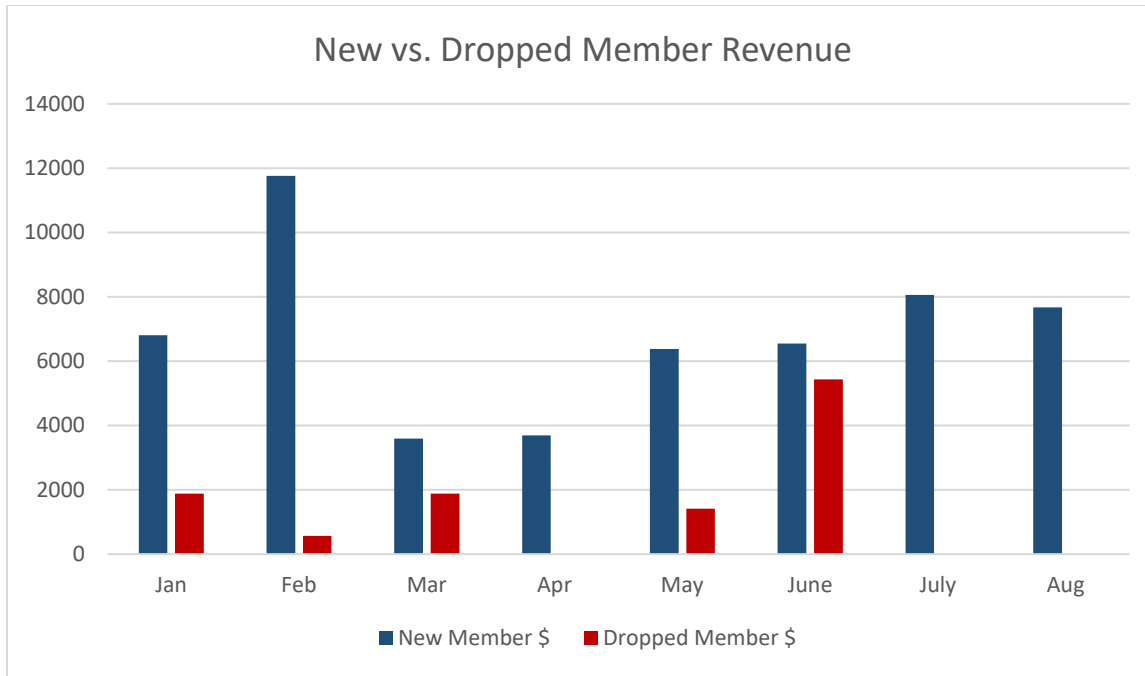
Beth Bronder, VP Development & Partnerships  
October, 2023

### Membership Retention & New Sales:

- Between July – mid-Sept we welcomed 26 new chamber members for \$16,951 in new member revenue
- Our non-member email newsletter, [Chamber Trends](#), continues to grow in distribution and popularity. The October edition was sent to over 1,500 prospects with an impressive 44% open rate.
- Sheree Anne spoke at state and regional chamber events, GACCE (July), VACCE (August) and CACCE (October), adding new prospects to our pipeline.
- Our membership consultant has created robust pipeline tracking mechanisms to track progress on prospects and prioritize time and effort related to membership
- Regarding the membership model project, our consultants have presented a new model recommendation including a refreshed dues schedule, tiered engagement opportunities and an overhaul of benefits for both Horizon and All-Access level investors. We look forward to feedback from the board on these recommendations.



**Note:** July and August collections are not yet complete



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#### Corporate, Convention & Regional Sponsorship Sales:

- We have a robust corporate sponsorship pipeline going into Q3. We have five proposals pending approvals, and strong interest from a half dozen prospects for 2024.
- Sponsor interest in our small, regional events is slowly growing. We secured two sponsors for the Education and Talent Development Annual Conference in Dayton and three sponsors for the Events & Communications Conference in Tulsa. We're currently seeking sponsorships for the DEI and Government Relations annual gatherings.
- Convention planning will begin in late October with early registration for exhibitors to begin in December.

**ACCE Foundation Updates**  
**Amy Shields, Executive Director**  
*October 2023*

**General Updates**

The ACCE Foundation's 2023 – 2026 Strategic Plan was approved by the ACCE Foundation board in July. The team has developed the FY24 operations plan to set strategies and will keep the ACCE Foundation board updated on progress.

The ACCE Foundation welcomed six new board members in July and held onboarding sessions in September and October. The next board meeting will take place in November.

**Grant-Specific Programmatic Work**

**Rural Workforce Development:** The [Economic Mobility for Rural Workers](#) cohort met to discuss their project goals and key performance indicators. The cohort submitted baseline and target data and is working on pilot implementation. The group will meet in March 2024 for an in-person convening hosted by the York County Economic Alliance. This work is funded by Ascendium Education Philanthropy.

**ACCE's Economic Mobility Fellowship:** The [Fellowship for Economic Mobility will end in November](#). Fellows have drafted their regional action plans and key performance metrics focused on removing barriers to employment and high-wage careers for low- and middle-income workers. The application for the next cohort wrapped up in October, and new Fellows will start in January 2024. This work is funded by Truist.

**Equitable Credential Attainment Cohort Program:** The Foundation submitted its final report and will continue equitable credential attainment support in 10-12 new communities. The application for new communities [launched this month and will be open through mid-November](#). The Foundation presented at the Grantmakers for Education conference to share lessons learned from the first community cohort.

**Supporting Business Engagement in Community Health:** The team continues to provide technical assistance to cohort participants as needed. Three blog posts featuring lessons and tools from the cohort will be released later this year.

**Urban Higher Education Ecosystems:** The ACCEF team is currently refining its three-day workshop to support chambers and their higher education partners in creating roadmaps for improving outcomes for low-income and underserved students. The first workshop will take place in North Texas in January 2024. This work is funded by the Kresge Foundation.

**Smart Justice:** The Smart Justice Peer Learning Community met in October to learn and discuss how chambers handle difficult topics like public safety.

**Skills-Based Hiring:** The Foundation hosts its final virtual skills-based hiring series of the year in November. The Skills-Based Hiring Peer Learning Community met in August to discuss how they are bringing skills-based hiring to members. The group meets one more time in December. In 2024, the Foundation will host six online training programs, webinars and share chamber stories.

**Development Pipeline and Partner Cultivation**

**Higher Education and Workforce Development**

- Continuing conversations with Strada to discuss opportunities for partnership and collaboration
- Continuing conversations with CAEL to align work and determine opportunities for partnership and collaboration

- Continuing conversations with the Gates Foundation to identify opportunities within their current portfolio of work
- Developing a workforce development certification in partnership with IEDC that will generate registration revenue for the Foundation – anticipated launch date is Q1 2024
- Submitted a concept to the US Department of Labor for a cohort-based approach to apprenticeships in non-traditional industries

#### **Small Business and Entrepreneurship**

- Submitted a concept to develop capacity-building programming for affinity chamber in Utah

#### **Smart Justice**

- Working to refine a concept with Arnold Ventures to support the work of the Smart Justice Roundtable
- Developing a concept for follow-on funding from The Just Trust to support the work of the Smart Justice Roundtable

#### **Other**

- Developing opportunities with the Future Business Leaders of America to educate students on chambers of commerce and determine the viability of joint programming for youth entrepreneurs or career pathways

**Fringe Benefits, Inc.**  
**Robert Heidt, Chairman**  
**October 2023**

The Benefits Team completed the 401k compliance season including the 2022 annual plan reviews for all Participating Employers and the filing of the Form 5500 in late August. The team is currently managing 401k document restatements which are due to be wrapped up, including the updating and distribution of all employee Plan Highlights and annual notices, in mid-November.

With the 401k document restatements, Stacey has been engaging much time on plan design consultations. Early indications are that the 401k Participating Employers are making modifications to their 401k plans to be more competitive in their recruitment and retention efforts which will also lead to stronger retirement readiness for their employees.

Review and negotiation of the 2024 insurance premiums are ongoing. We are pleased to report that the Unum products which include life, short-term disability and long-term disability premium rates will remain unchanged for 2024. The premiums for VSP vision care are also unlikely to change. The only anticipated increase will be the Cigna dental rates as utilization of the benefits is on the rise, but Stacey and our partners at AGIA have several options that they will take to the Benefits Trust November meeting where the rates will be finalized.

The FBI staff located in Alexandria are in-office this month to complete a massive scanning project on all old insurance forms that are required to be retained for as long as the plan remains in effect, +7 years. This will result in a significant reduction in paperwork and storage needs for ACCE. A huge thanks to Colleen Logan and Shonda Norris for taking on this challenging task, and to Kyle Trent for the extra effort in maintaining customer service levels for the FBI team during this project.

## 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	May '23	ASAE CEO Issues Forum	Washington DC	Forum to examine current industry trends & ASAE research around new business models
Sheree Anne Kelly	May '23	Columbia Chamber leadership retreat	Virtual	Presented on the future of chambers
Sheree Anne Kelly	May '23	NASC	Virtual	Economic Update
Sheree Anne Kelly & Amy Shields	May '23	Future Business Leaders of America	Meeting	Met with CEO to discuss potential partnership opportunities
Sheree Anne Kelly	May '23	U.S. Council for International Business	Meeting	Met with COO to discuss partnership opportunities
Sheree Anne Kelly & Amy Shields	May '23	National Council on Aging	Meeting	Met with CEO to discuss potential partnership opportunities
Lindsey Slater	May '23	MAKO conference	Branson, MO	Presented on storytelling for any chamber role, staffed exhibitor booth
Amy Shields	May '23	deBeaumont Foundation	Bethesda, MD	Provided technical assistance to public health and business teams
Amy Shields	May '23	Skills for America	Meeting	Discussed potential partnership opportunities
Sheree Anne Kelly	June '23	Doug Eadie & Company	Interview	Joint interview with Christy Gillenwater focusing on enriching board composition & leadership
Sheree Anne Kelly	June '23	TX Chamber of Commerce Execs annual conference	Odessa, TX	Keynote speaker, Chambers Doing Big Things (on Any Budget)
Amy Shields	June '23	Urban Institute	Washington, DC	Participated in future of higher education convening
Sheree Anne Kelly	July '23	GA Chamber of Commerce Execs	St. Simons Island, GA	Keynote speaker, The Future of Chambers & Horizon Update - What's Next
Sheree Anne Kelly & Amy Shields	July '23	Department of Labor & BuildWithin Inc.	Washington, DC	Discussed potential apprenticeship project & joined by Christy Gillenwater
Sheree Anne Kelly	July '23	Commerce Lexington fly-in	Washington DC	Presented on The Future of Chambers & Horizon Update - What's Next

Lindsey Slater & Karen Rose	July '23	Americans for the Arts	Meeting	Discussed current priorities and potential partnership opportunities
Sheree Anne Kelly	Aug. '23	CEO Update Live	Washington, DC	Advocacy and policy forum
Sheree Anne Kelly	Aug. '23	VA Chamber of Commerce Execs	Arlington, VA	Opening keynote presenter
Sheree Anne Kelly	Aug. '23	Prince George County Chamber board retreat	College Park, MD	Presented on the Future of Chambers & Horizon Update
Sheree Anne Kelly	Aug. '23	IEDC	Washington, DC	Met with president & CEO about continued partnership opportunities
Amy Shields	Aug. '23	WACE Academy	Sacramento, CA	Presenter
Sheree Anne Kelly	Sept. '23	Lancaster Chamber board retreat	Lancaster, PA	Facilitator for strategic planning
Sheree Anne Kelly	Sept. '23	USCC Committee of 100	Washington, DC	Member/attendee
Sheree Anne Kelly	Sept.	BuildWithin Inc.	Meeting	Potential apprenticeship project with DOL
Sheree Anne Kelly	Sept. '23	NAPEO (corporate partner)	Webinar	Presenter: Working with Your Local Chamber
Sheree Anne Kelly	Oct. '23	U.S. Global Leadership Coalition	Tysons, VA	Rep. Gerry Connolly addressed global threats, national security and economic stability
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

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](mailto:skelly@acce.org).