

Board of Directors Meeting

February 1, 2022
Via Zoom Meeting



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

February 1, 2022

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ACCE Board of Directors Meeting

February 1, 2022 | 3:00 p.m. EST

Virtual

AGENDA

- 3:00 pm** **Welcome**
- 3:10 pm** **President's Report**
- 3:30 pm** **Governance**
- Review and Approve Minutes – October 27, 2021 Meeting
 - Consent Agenda – New Members for Approval
 - New Directors – Approval & Welcome
 - Treasurer's Report
 - Financial Report
 - Investment Strategy
 - Audit Update
 - Nominations Update
 - Bylaws – Amendments
- 3:50 pm** **Convention**
- 2022 & 2023 RFP
- 4:00 pm** **Foundation Update**
- 4:05 pm** **Open Discussion about the Future of Chambers & Communities**
- 5:00 pm** **Adjourn**



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors 2022 Governance Meeting Calendar

January (virtual)

*Finance Committee	January 31	1-2:00 pm EST
*Executive Committee	January 31	3-5:00 pm EST
Board of Directors	February 1	3-5:00 pm EST

April Huntsville, AL

*Finance Committee	April 19	Time TBD
*Executive Committee	April 19	Time TBD
Board Reception or Dinner	April 19	Time TBD
Board of Directors	April 20	8:30 am CDT

July Indianapolis, IN

*Finance Committee	July 26	Time TBD
*Executive Committee	July 26	Time TBD
Board of Directors	July 26	Time TBD

October Alexandria, VA

*Finance Committee	TBD
*Executive Committee	TBD
Board Reception or Dinner	TBD
Board of Directors	TBD

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



90

New Members

365

**Chambers
FEATURED ON
ACCE's Blog**

765

**Challenges
ADDRESSED
by AskACCE**

Rating: ★★★★★ 4.8/5



SUPPORT YOUR LOCAL CHAMBER OF COMMERCE DAY

2.3 MILLION

#ChamberStrong impressions for Support Your Local Chamber Day

200 CHAMBERS

used graphics & video designed by ACCE to celebrate the day



90,000

users visited ACCE.org

390,000

page views



16 New Certified Chamber Executives



10 Leadership Diversity Program Participants

22 Fellows for Inclusive Economic Growth

6 Social Media Ambassadors



**In 2021,
ACCE hosted**

120 webinars & roundtables



FRINGE BENEFITS



325 Chambers in 401k Program

400 Chambers in Insurance Program

175 Chambers in 457b Program

ACCE Board of Directors Meeting

October 27, 2021 | 8:30 a.m. EDT

Hilton Alexandria Old Town

Alexandria VA

MINUTES

Present: Juliet Abdel, Brian Anderson, Robin Anderson, Sara Armstrong, Linda Ashworth, Becky Bartoszek, Alisha Benson, Carl Blackstone, Kathy Blank, Adrian Cain, Kati Capozzi, Terra Carroll, Chip Cherry, Jane Clark, Graham Cobb, Tiffany Esposito, Christy Gillenwater, Eric Godet, David Griggs, Joshua Gunn, Brian Hall, Michael Huber, Adam Knapp, Brad Lacy, Kelle Marsalis, Sherry Menor-McNamara, Derek Miller, Rachel Morris, Matt Morrow, Jim Page, Carlos Phillips, Matt Pivarnik, Brittany Quick-Warner, Joe Reardon, Beverly Robertson, Bob Rohrlack, David Rumbarger, Maria Salinas, Todd Sanders, Kevin Sheilley, Bill Sisson, Sharon Smoley, Vern Squier, Tony Vedda, Allison Walden, Angie Whitcomb, and

Excused: Beth Bowman, Hamad Buamim, Jay Byers, Doris Carson Williams, Adrienne Cole, Greg Durocher, Natalie English, Dottie Gallagher, RaDonna Hessel, Kris Johnson, Michel Leblanc, Megan Lucas, Adam Marshall, Matt McCormick, Jeff Rea, James Reddish, Jim Rooney, Bryan Starr, Sherry Taylor, Ashli Watts, Sandra Wilson

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

Chair Chip Cherry called the meeting to order and welcomed new officers and board members.

ACCE strategic partner Project N95 addressed the board to share more about its programs and resources.

Chair Cherry then asked the board to review the minutes from the July 14, 2021 meeting. A motion to accept the minutes was made by Brittany Quick-Warner and seconded by Brian Anderson. *Motion carried.*

Cherry then presented the consent agenda of new ACCE members for approval since our last meeting. A list is provided in the briefing materials. A motion to approve the new members was made by Adam Knapp and seconded by Graham Cobb. *Passed.*

The financial report was presented by Treasurer Bill Sisson. He noted that our cash position is strong, with over \$3.3 million and consolidated net assets of \$5 million. Our virtual summit yielded a net surplus of \$130,000 from membership and sponsorship revenue. Overall, membership revenue is above budget and operating expenses are lower than budget due to conservative spending. Net income for both ACCE and the ACCE Foundation are better than budget, and FBI has a positive net income. For the first two months of this fiscal year, we have a strong cash position of \$3.1 million with total net assets standing at \$3.3 million. A motion to accept the financial report was made by Brian Hall and seconded by Adrian Cain. *Passed.*

Sisson then provided an update on our investment strategy and the RFP process for finding a new financial advisor. He shared information about the new firm and noted that the finance and executive committees approved this decision at its meetings yesterday.

Sisson shared that he will be stepping down from his role at the Greater Mobile Area Chamber effective this month and as a result, this is his final meeting as our treasurer. Sisson shared that he's grateful for the opportunity to have served in this role. Chair Cherry thanked Sisson for his outstanding service and leadership on our board and wished him well in his new venture. A new candidate for consideration will be presented to the executive committee and board for approval in the near future.

Cherry convened the FBI Annual Stockholders meeting, a required yearly meeting of ACCE's wholly-owned, for-profit subsidiary. Chair Robin Anderson provided an update and noted that the team has been heavily

focused on compliance for the 401k plan. The changes on the 401k plan reviews implemented last year continue to show promising results and the team has a strategic planning session scheduled with Principal for 2022. New Plan Administrator webinars have been well attended with new topics planned for future sessions. We have been able to negotiate an increase in revenue sharing with CIGNA on the dental program while maintaining current premiums for participants. The new insurance billing process has also been successful, with more improvements planned in the future. Chair Cherry then *adjourned* the FBI Annual Stockholders meeting.

Foundation Chair Jane Clark shared an update on the foundation and its latest work.

CEO Kelly provided an in-depth president's report. This included an update on the state of ACCE and our recent staff retreat, planning for a new strategic plan and other timely topics.

A series of micro-session discussions by select board members and outside guests ensued. Topics included new economic development programs, best practices in managing the future of work, successful community development impact centers and innovative DEI efforts.

Kelly gave a presentation entitled "ACCE's DEI Journey" to share significant achievements in implementing DEI into our programs, resources, board and staff. Breakout groups were formed for more in-depth discussions followed by a sharing-out of group presentations.

Cherry made closing remarks. *Meeting adjourned.*

New or Reinstated Members for Approval - February 2021

Organization

ZigZag Institute
Liveability Media
Montcross Chamber
Canandigua Chamber of Commerce
Bardstown Nelson Chamber of Commerce
Skiatook Chamber of Commerce
Dorchester Chamber of Commerce
Grand Blanc Chamber of Commerce
Murray - Calloway County Chamber of Commerce
Southeast Kentucky Chamber of Commerce
Edinburg Chamber of Commerce
Midlothian Chamber of Commerce
Princeton Chamber of Commerce
The Business Council of Westchester
Greater Romeo Washington Chamber of Commerce
Southaven Chamber of Commerce
Holly Springs Chamber of Commerce
Atlantic Area Chamber of Commerce
Barren County Chamber of Commerce
Sylvania Chamber of Commerce
Chamber of Commerce, Henderson Kentucky
Jerry Huffman (retiree/individual member)
Plainfield Chamber of Commerce
Bridgeport Regional Business Council
Member Text
Greater Flagstaff Chamber of Commerce
Seattle Chamber of Commerce
Greater Boerne Chamber of Commerce
Salado Chamber of Commerce
Black Business Association of Memphis
Van Wert Chamber of Commerce
Champaign County Chamber of Commerce
Tennessee Chamber of Commerce & Industry
Jim Villers

Association of Chamber of Commerce Executives
Consolidated Projects
For the Eight Months Ending November 30, 2021

JC-09CONSBS
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	1,736,910.31	\$505,855.04	\$1,600,522.61		\$3,843,287.96
Investments	489,585.39	\$0.00	\$0.00		\$489,585.39
Investments - 457B	113,418.82	\$0.00	\$0.00		\$113,418.82
Investment in Subsidiary	506,962.40	\$0.00	\$0.00		\$506,962.40
Accounts Receivable - General (net)	58,491.59	\$87,627.47	\$0.00		\$146,119.06
Accounts Receivable - Trust	0.00	\$243,666.07	\$0.00		\$243,666.07
Grant Receivable	0.00		\$17,548.40		\$17,548.40
Due from Related Entities	529,510.85	\$0.00	\$0.00	(529,510.85)	\$0.00
Prepaid Expenses	70,278.91	\$13,001.05	(\$13,353.82)		\$69,926.14
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	207,388.21	\$76,622.62	\$0.00		\$284,010.83
TOTAL ASSETS	\$3,723,858.60	\$927,747.25	\$1,604,717.19	(\$529,510.85)	\$5,726,812.19
LIABILITIES					
Accounts Payable & Accrued Expenses	97,884.55	\$514.78	\$12,657.67		\$111,057.00
Accounts Payable - Trust	(7.65)	(\$2,342.00)	\$0.00		(\$2,349.65)
457B Liability	113,418.82	\$0.00	\$0.00		\$113,418.82
Due to Related Entities	0.00	\$329,896.05	\$199,614.80	(529,510.85)	\$0.00
Deferred Dues	360,709.77	\$0.00	\$9,500.00		\$370,209.77
Deferred Other	13,415.00	\$3,396.55	\$1,215,406.29		\$1,232,217.84
Deferred Rent	93,554.75	\$0.00	\$0.00		\$93,554.75
Deferred Revenue - National Sponsors	39,059.87				\$39,059.87
Note Payable	300,022.00	\$0.00	\$0.00		\$300,022.00
Capital Lease Obligations	15,026.00	\$0.00	\$0.00		\$15,026.00
TOTAL LIABILITIES	\$1,033,083.11	\$331,465.38	\$1,437,178.76	(\$529,510.85)	\$2,272,216.40
NET ASSETS					
Net Assets - Unrestricted	2,624,288.39	\$530,990.23	\$145,272.08		\$3,300,550.70
YTD Change in Net Assets	66,487.10	\$65,291.64	\$22,266.35		\$154,045.09
TOTAL NET ASSETS	\$2,690,775.49	\$596,281.87	\$167,538.43	\$0.00	\$3,454,595.79
TOTAL LIABILITIES & NET ASSETS	\$3,723,858.60	\$927,747.25	\$1,604,717.19	(\$529,510.85)	\$5,726,812.19

0.00

0.00

0.00

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending November 30, 2021

	November 21 YTD ACTUAL	November 21 YTD Budget	2021-22 Annual Budget	November 21 Actual vs. Budget YTD \$\$ Variance	November 21 Actual vs. Budget YTD % Variance	November 20 YTD ACTUAL	November 21 Actual vs. November % Variance
FBI							
Total FBI Revenue	713,924.86	720,666.67	1,081,000.00	(6,741.81)	(1%)	723,628.85	(1%)
Total FBI Expense	648,633.22	717,190.00	1,075,785.00	(68,556.78)	(11%)	602,156.09	7%
FBI Net Income	65,291.64	3,476.67	5,215.00	61,814.97	95%	121,472.76	(86%)
Foundation							
Total Revenue	936,640.45	779,802.67	1,169,704.00	156,837.78	17%	819,321.68	13%
Total Expense	914,374.10	788,788.00	1,183,182.00	125,586.10	14%	827,212.20	10%
Foundation Net Income	22,266.35	(8,985.33)	(13,478.00)	31,251.68	140%	(7,890.52)	135%
ACCE							
Revenue							
Awards/COY Revenue	15,000.00	14,500.00	29,000.00	500.00	3%	12,250.00	18%
Certification	7,200.00	7,500.00	13,800.00	(300.00)	(4%)	8,250.00	(15%)
Chamber Education	15,333.00	20,900.00	63,617.00	(5,567.00)	(36%)	10,354.00	32%
Chamber Executive Magazine Rev	75,850.00	70,590.00	94,120.00	5,260.00	7%	52,595.00	31%
Division Revenue	5,000.00	0.00	0.00	5,000.00	100%	0.00	100%
Economic Development	0.00	0.00	5,000.00	0.00	0%	0.00	0%
Executive Search	8,984.56	4,000.00	6,000.00	4,984.56	55%	2,963.88	67%
Membership Revenue	762,679.34	826,666.67	1,240,000.00	(63,987.33)	(8%)	999,443.89	(31%)
Metro Cities Revenue	29,095.00	34,960.00	67,880.00	(5,865.00)	(20%)	10,700.00	63%
Misc Income	17,907.72	3,333.33	5,000.00	14,574.39	81%	742.70	96%
National Corporate Sponsors Revenue	264,896.84	205,940.00	303,480.00	58,956.84	22%	256,188.73	3%
Publications & Research Revenue	4,287.35	0.00	0.00	4,287.35	100%	1,091.00	75%
Virtual Summitt	207,351.40	263,000.00	263,000.00	(55,648.60)	(27%)	289,033.00	(39%)
Total ACCE Revenue from Operations	1,413,585.21	1,451,390.00	2,090,897.00	17,843.81	1%	1,643,612.20	(16%)
Expense							
Admin (Operations, Occupancy, Governance)	309,937.35	375,107.33	562,661.00	(65,169.98)	(21%)	268,058.23	14%
Admin Personnel Costs	222,833.57	293,759.08	503,587.00	(70,925.51)	(32%)	219,355.21	2%
Annual Convention	0.00	0.00	0.00	0.00	0%	145,800.76	0%
Awards/COY Expense	33,318.87	37,473.00	37,473.00	(4,154.13)	(12%)	21,373.82	36%
Certifications Expense	17,032.71	16,785.33	25,178.00	247.38	1%	13,034.12	23%
Chamber Education Expense	63,661.12	60,426.38	149,992.00	3,234.74	5%	33,610.86	47%
Chamber Executive Magazine Expense	32,416.23	38,029.50	76,059.00	(5,613.27)	(17%)	33,463.80	(3%)
Divisions Expense	19,491.21	27,110.67	40,666.00	(7,619.46)	(39%)	12,764.40	35%
AskACCE	64,968.84	75,609.33	113,414.00	(10,640.49)	(16%)	63,417.79	2%
Membership Expense	287,118.72	252,394.67	378,592.00	34,724.05	12%	242,196.78	16%
Metro Cities Expense	14,111.91	22,840.00	54,818.00	(8,728.09)	(62%)	8,495.65	0%
National Corporate Sponsors Expense	101,026.20	108,270.00	162,405.00	(7,243.80)	(7%)	107,582.71	(6%)
Publications & Research Expense	11,911.86	12,109.33	18,164.00	(197.47)	(2%)	9,354.04	21%
Virtual Summitt	145,128.25	237,072.00	237,072.00	(91,943.75)	(63%)	154,425.58	0%
Web Expense	24,141.27	33,378.00	50,067.00	(9,236.73)	(38%)	31,521.63	(31%)
Total ACCE Expense from Operations	1,347,098.11	1,590,364.63	2,410,148.00	(243,266.52)	(18%)	1,364,455.38	(1%)
ACCE Net Income	66,487.10	(138,974.63)	(319,251.00)	261,110.33	393%	279,156.82	(320%)
Total ACCE & Affiliates Revenue	3,064,150.52	2,951,859.33	4,341,601.00	167,939.79	17%	3,186,562.73	(5%)
Total ACCE & Affiliates Expenses	2,910,105.43	3,096,342.63	4,669,115.00	(186,237.20)	(15%)	2,793,823.67	15%
Total ACCE & Affiliates Net Income	154,045.09	(144,483.30)	(327,514.00)	354,176.99	32%	392,739.06	(21%)

ACCE Finance Report

November 30, 2021 Financial Statements (8 months into the FY)

Balance Sheet

Our cash position is strong with over \$3.8 million. Notes Payable includes \$300k for ACCE's PPP loan which was forgiven in December. Total net assets are standing at \$3.5 million.

Consolidated Statement of Activity

Membership Revenue – ACCE membership is currently 8% below budget expectation for this time of year. Membership renewals have not been as strong as we anticipated. A significant factor is that more chambers than expected did not renew due to pandemic-related budget challenges. As we conduct system clean-up from members who were given membership grace periods in 2020 and did not renew, we will see a dip in membership numbers for this past year. Likewise, it is taking longer, and more effort to get renewals in the door. We've been conducting extensive late payer outreach from fall through Q1 of this year.

Through our database transition, the team found invoicing anomalies due to data conversion challenges. Those anomalies were immediately remedied, with processes put into place as stop gaps to prevent additional issues. Accounts have been manually checked for similar circumstances and early-warning systems have been created to provide additional flags should errors occur.

While we anticipate being shy of the membership budget line item, the team has been doing a fantastic job with a multi-layered, aggressive dues collection effort. Out of an abundance of caution, we've made expense adjustments and frozen infrastructure investments to mitigate any impact that lower-than-anticipated membership numbers may have on ACCE's bottom line. All ACCE members who dropped in the past two years will be approached to rejoin in 2022. In fact, some of those members are already rejoining.

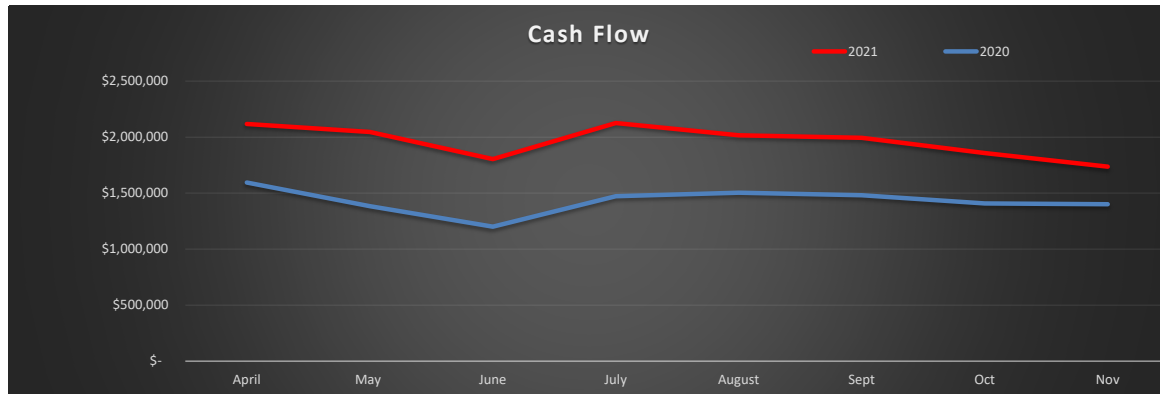
Virtual Summit – This year's virtual summit was well received and well attended. We had over 900 registrants, slightly lower than, but comparable to last year. We budgeted an aggressive attendance figure following our record-setting 2020 virtual summit. Attendance was still strong considering many chambers were back to regular event programming this year compared to 2020 when we had a captive, primarily remote audience. However, we did not meet our stretch goal for attendees. Our sponsorship funding was slightly lower this year compared to last due to a handful of sponsors not wanting to participate in a second virtual event, instead waiting for our next in-person program. Sponsor funding was still very close to budget. We were able to reduce expenses significantly without reducing the quality of the conference, therefore this year's summit yielded a strong profit with a net positive variance more than double what we budgeted.

Corporate Sponsorship – Corporate sponsorship is above budget. In addition to adding new partners, we also benefit from a strong previous year, and the new accounting revenue recognition shows some of those returns in this fiscal year. We anticipate ending the year above budget.

ACCE Expenses from Operations – Most expenses for the first eight months of the fiscal year are lower than budget. We've made budget adjustments to offset any shortfalls in membership revenue and aim to end the year close to our budgeted net deficit. As a reminder, 2021-22 was an investment year for ACCE in which we proactively budgeted a deficit to leverage a small percentage of our surplus cash and reserves for infrastructure investments.

Net Income – Eight months into the year the ACCE net is better than budget. FBI is running ahead of budget and the foundation also currently has a positive net income. The foundation's income, which is dependent on grants, can vary significantly in its short-term revenue due to grant delivery. Foundation funding for the next four months looks strong.

ACCE



	April	May	June	July	August	Sept	Oct	Nov
Cash Position								
2020	\$ 1,595,004	\$ 1,384,700	\$ 1,201,014	\$ 1,473,085	\$ 1,504,408	\$ 1,482,018	\$ 1,408,173	\$ 1,401,583
2021	\$ 2,116,929	\$ 2,046,588	\$ 1,804,664	\$ 2,126,097	\$ 2,016,501	\$ 1,994,346	\$ 1,857,688	\$ 1,736,731

ACCE's Cybersecurity Protocols

In recent months, many organizations have faced cybersecurity threats and Ransomware attacks, including chambers of commerce. This issue will continue to cause countless disruptions and costly remediation measures. At ACCE we're working diligently to minimize the potential of an attack on our system. While nothing is foolproof, we wanted to share measures we've taken to date:

Converted to Microsoft Cloud and SharePoint Online

- Eliminated onsite servers at ACCE headquarters, reducing vulnerability.
- We've moved all File/Print server data to the Microsoft cloud. Ransomware works by encrypting current files and making them inaccessible to the organization. By moving to SharePoint Online if such an event were to be successful (to date I have not seen such a breach occur with Microsoft) then we could simply restore those files from a previous backup made before the encryption was put in place.
- Our files are managed by virtual machines managed by our external IT provider. Those undergo routine backups and up-to-date security patches and updates to further secure our data from Ransomware. If such an attack was successful, our third-party provider maintains backups that can be successfully restored without the loss of business.
- Our data is backed up daily.
- The backups are SQL application aware and allow for the restoration of not only individual files but SQL databases and individual SQL items. Our provider performs full Windows Server restorations if needed. The backups are stored separate from all production systems and are "fenced off" so they will not be susceptible to breaches on production systems. Our provider performs continuous replication of the servers and underlying data, with the replications occurring at their Disaster Recovery data center. The servers are hosted in SSAE 18 compliant data centers, are monitored 24/7 by an IT Service Desk, and have managed endpoint protection software installed. They also have firewall and intrusion detection and intrusion prevention systems in place.
- We employ Duo multi-factor authentication, which secures staff logins behind an additional authentication method aside from just a username and password to access our accounts and information.
- Staff are required to make frequent password changes to access our emails and database.

Other Protection Measures

- Email spam service Mimecast filters and protects email domain from phishing, spam, and spoof attacks.
- KnowBe4 training in January to educate staff on the dangers of phishing and spam and other malicious forms of electronic intrusion.
- Regular system maintenance, and Endpoint anti-virus scans.
- ACCE has a cyber insurance policy with a limit of \$2 million in coverage; we are working with our brokers to amend details of our coverage to protect us even more.

Protect Your Chamber from Cyber Threats

[The Federal Bureau of Investigation \(FBI\) and the Cybersecurity and Infrastructure Security Agency \(CISA\) regularly release alerts](#) with threat overviews, best practices and recommended mitigations. The FTC and its partners have excellent [infographics on cybersecurity basics for small businesses](#) that can be shared with your members and used by your chamber, as well.

[We shared a blog post of resources during Cybersecurity Awareness Month](#) in October that are helpful. From that blog list, [CISA's Stop Ransomware](#) campaign offers many tools you can use. NTEN – the Nonprofit Technology Enterprise Network – has a [comprehensive guide to nonprofit cybersecurity](#) that includes everything from a plan framework to common techniques. And it might be time to [research cybersecurity insurance](#) to proactively protect your organization.

Professional Development Report

Susan McGuire, Senior Director, Professional Development & Programs

CCE program

Our 2022 CCE year kicked off on January 10. Candidate presentations and interviews will take place virtually on March 23. We completed an audit of our CCE billings and have updated and integrated our billing system into ACCE's new membership data system. We welcomed a new member to our CCE Commission, Lynn Olberding, CCE, Vice President of Economic Development for the Metropolitan Milwaukee Association of Commerce.

E-learning

Live online learning planned for winter and early spring include webinars on attracting and retaining chamber team members, workforce development, chamber young professional's programs, chamber partnerships, the labor shortage, talent development, and more. In January we begin our annual *From the Winner's Circle* webinar series focusing on Chamber of the Year award-winning programs. These offerings will be supplemented by regular division-specific roundtables and our **Sales Training Conference**, which will be held in person for the first time since March 2020, **in Norfolk, Virginia**. You can register your team [here](#).

We are continuing work on a multi-module online certificate in chamber management and will release modules individually as they are ready. We expect to have several modules launched by spring 2022. We released curated content collections from our 2021 virtual conferences in January for purchase in our online learning portal. Over 400 webinars, division roundtable calls, conference recordings, eCourses, and ACCE publications are now available on demand.

Convention 2022

Registration is open for the 2022 in-person convention! Mark your calendar for July 26-29, 2022, to join us in Indy. Early Bird registration is \$899 per person and standard registration is \$949 per person. Register here: [2022 CONVENTION REGISTRATION](#) - The host hotel is the J.W. Marriott – Indianapolis and our room block is \$242 per night. Reserve your room today before it sells out. [2022 CONVENTION HOTEL RESERVATION](#)

The Call for Presenters went out in January. We are looking for sessions that shine a spotlight on the catalytic role chambers play in the communities they serve and highlight bold leadership, innovative solutions, operational excellence and creative partnerships. The deadline to submit for consideration is February 4, 2022. The application to apply is here: [2022 CONVENTION CALL FOR PRESENTERS](#)

If you have any leads for potential sponsors and/or exhibitors for the 2022 Convention, please send them to Beth Bronder at bbronder@acce.org.



Communications & Networks Report

Will Burns, Vice President – Communications & Networks

ACCE Communications

Chamber Executive: The Fall 2021 edition of *Chamber Executive* is online. The issue features ACCE's annual 40 Under 40. It also highlights trends in chamber workplace flexibility, strategies for engaging the public sector, the chamber industry's DEI journey, tactics for helping your staff avoid burnout and a Q&A with chamber operations professionals.

- The Winter 2022 issue will launch in February. It will feature stories on transforming your chamber in the new year using the future of chambers pillars. It will also highlight new employee onboarding best practices, strategies for re-energizing your ambassador program, emerging challenges for chambers and insights from Horizon Investor CEOs.



Communications Strategic Plan: ACCE's communications team, led by Director of Communications & Storytelling Lindsey Slater, created a new [communications strategic plan](#). The plan outlines goals, tactics and outcomes for the association's marketing and communications, with an emphasis on:

- Increasing awareness of chambers and their community impact.
- Expanding ACCE's reach on all its communications platforms.
- Promoting ACCE's original thought leadership on trends impacting the industry.
- Acting as a megaphone for chamber success stories.



Social Media Ambassadors Program: ACCE launched a new social media ambassador program to engage targeted chamber professionals to share ACCE's story and elevate the chamber industry and profession. This enthusiastic and dedicated group of chamber professionals are passionate about the industry and the role ACCE plays to connect and empower chamber leaders. ACCE will provide them access to regular updates, scripted messages and social media graphics. Ambassadors will amplify key messages around ACCE thought leadership, upcoming professional development programs, the 2022 ACCE Convention and more. [Meet the ambassadors here.](#)

AskACCE

AskACCE continues to provide Q&A and in-depth research services. For October, November and December, we responded to 117 requests into AskACCE@acce.org, with 82% of the requests being answered and closed within 24. Inquiries focused on:

- Sample governance documents around topics like succession planning, forming a chamber foundation, CEO evaluation and contracts,
- Examples of chamber initiatives to address workforce challenges
- Chamber programs to support minority business development
- Fee for service revenue ideas
- Young professional and leadership programs

Dynamic Chamber Benchmarking

ACCE's Dynamic Chamber Benchmarking (DCB) helps chamber leaders evaluate, benchmark and improve their organizations. We opened data collection for 2021, and I hope you will take the time to complete the operations and salary surveys.

[Enter your data today](#) to ensure you have free access to our dynamic reports when they're available later this year. Chambers interested in participating in the 2022 [Chamber of the Year](#) competition must complete the surveys by April 1. If you have any questions or need to set up an account to access the DCB, contact Will Burns at wburns@acce.org.

Community Peer Groups

Metro Cities Council: The Metro Cities Council continues to hold roundtable calls every-other-month. Recent calls focused on topics including: strategies for re-energizing your chamber, workforce challenges, public safety, chamber talent retention, cybersecurity and more. The next call will be held in March.

Major Cities Council: The Major Cities Council continues to hold roundtable calls every-other-month. Recent calls focused on various topics including: emerging chamber challenges, labor market shortage, homelessness anti-growth sentiment and more. The next call will be held in March.

Emerging Cities Council: The Emerging Cities Council November call featured a discussion led by chair RaDonna Hessel of the Grapevine Chamber on membership retention best practices. Insights from this call were [shared with the greater membership](#). Our next call is scheduled for January 26, when we will discuss minority and small business development initiatives. Additional calls are scheduled for March and May 2022. Our Google Group remains a valuable resource for ideas and information-sharing among members.

Hometown Chamber Council: The Hometown Chamber Council's November call focused on board management, featuring Hardy Smith, a nonprofit consultant and author of the new book *Stop the Nonprofit Board Blame Game*. The call covered timely tidbits related to board overreach and managing your board through a period of change. The council's Google Group remains active, and recent discussions have focused on workplace flexibility and leave policies.

Divisions

Membership Development Division (MDD): ACCE's first in-person gathering of membership development professionals since March 2020 will take place March 17-18, 2022, when we gather in Norfolk, Virginia for [See, Share & Solve: Sales Training Conference](#). This event will feature general sessions, smaller breakouts and an extended session of facilitated peer-led roundtables allowing participants to problem-solve with peers. We will offer content for the many new membership professionals who have joined chamber organizations over the past year, as well as learning opportunities for more seasoned sales and revenue team leaders. MDD thanks the Hampton Roads Chamber for its support in making this event possible.

In mid-January we will also opened applications for our 2022 sales coach program, in which MDD volunteers and ACCE staff will match experienced volunteer membership development professionals with less experienced professionals for regular advice and coaching over a six-month period. All-division roundtable calls are scheduled for January, February, April and May. Quarter 3 of our Sales Contest concludes on February 28, with 66 membership professionals participating in the contest.

Communications Division: The division continued its roundtable calls focused on chamber communications strategies and tactics. Its January call featured a peer discussion on the marketing and communications tools chamber professionals find most useful. The division's next call will be in March.

Diversity, Equity & Inclusion Division: The division continues to host monthly calls and webinars. Recent calls focused on DEI Toolkits and giving ACCE feedback on our DEI work. Upcoming calls will discuss DEI committees/councils, moving into action and working with community-based organizations. The ACCE Foundation is hosting a virtual DEI Summit on March 24.

Economic & Community Development Division: The division continues to host monthly calls and webinars. Recent topics covered were utilizing capital campaigns and what roles chambers can play with child care infrastructure. Upcoming calls will discuss the different ways that chambers partner with their local EDOs, the effectiveness of Opportunity Zones, DEI tax incentives and the Great Resignation.

Education & Talent Development Division: The division continues its roundtable calls and webinars. 2021 closed out with calls on how chamber can be working with community college systems to upskill and reskill adults students and what roles chambers can play with child care infrastructure. Future calls and webinars will highlight ACCE members that are working on building career pathways and the academy model.

Events Division: Winter and spring division roundtable calls and webinars will cover topics including creative event sponsorship ideas, event attendee customer experience, professional development for young professional groups, social media for event marketing and more. Smaller networking and informational calls will be held for young professionals program organizers and organizers of intercity visits. Selected recorded content from our October 2021 events conference will be made available for purchase in January in [our online learning portal](#).

Finance & Operations Division. The January roundtable featured a lively discussion led by Mary McNairy of the Huntsville/Madison County Chamber of Commerce on auditing and budgeting best practices and software. Additional winter and spring division roundtable content will cover staff culture and team building, attracting and retaining chamber team members, and revising and updating employee manuals and policies.

Government Relations Division: The division held its annual in-person meeting November 14-16 in Chattanooga, Tennessee. The meeting focused on policy priorities, political engagement and internal processes for managing chamber GR programs. Monthly calls continue on the fourth Thursday of the month at 2 p.m. The December call featured Dr. David Altig, Executive Vice President and Director of Research at the Federal Reserve Bank of Atlanta, who presented on the benefits cliff and its impact on economic mobility.





2021 Social Media Report



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Support Your Local Chamber of Commerce Day



The Newest CCE Class



2021 40 Under 40

ACCE Ambassador Announcement



Chamber of the Year Finalists - Category 2



Executive Summary

ACCE put a renewed focus on social media in 2021. With the hiring of a director of communications and storytelling in May, the organization once again had a staff member dedicated to social media content creation and strategy. Regularly posting content led to excellent follower growth on Instagram and LinkedIn, plus a large increase in Facebook page reach. July was ACCE's overall best month on social media thanks to Chamber of the Year announcements, the Chairman's Award and other summit-related posts. The year ended on a high note as well, with a very successful Support Your Local Chamber Day campaign and the announcement of the first group of ACCE Ambassadors. This group is comprised of six chamber professionals who will help amplify organizational messages and act as a sounding board. While there is still work to be done to expand ACCE's reach, the new communications strategic plan will help increase meaningful engagement on social media and provide another avenue for ACCE to showcase the chamber industry and its impact.

2021 Highlights

- The Chamber Innovation Summit in July reached over 18,000 people on Facebook with over 4,200 engagements. That week also resulted in 54 new page likes.
- Chamber of Commerce Day, the third Wednesday in October, was a big success, with #ChamberStrong reaching over 2.3 million people. Nearly 200 chambers used graphics and video created by ACCE to celebrate the day on social media
- LinkedIn has seen excellent growth through new strategies by using LinkedIn articles and creating event listings.

@ACCEHQ Metrics by Channel



Page Likes: 4,991
Page Followers: 6,447
Page Reach: 85,435

↑ **Reach Increase 125% vs. 2020**



Total Followers: 1,848
New Followers in 2021: 224
Reach: 1,737

↑ **Reach Increase 187% vs. 2020**



Impressions
Q1: 34,000 Q2: 28,000
Q3: 76,000 Q4: 33,000



Total Followers: 2,881
New Followers in 2021: 668
Impressions: 78,538



21,990 video views
1,427 hours of watch time
+135 subscribers
652 subscribers

Down 11% vs. 2020

Down 17% vs. 2020

↑ **Up 34% vs. 2020**

Social Media Strategy

Social media plays a major role in ACCE's new communications strategic plan, finalized at the end of 2021. One of its main goals is to increase meaningful engagement on ACCE's social media channels. That will be accomplished through showcasing best practices, thought leadership, industry expertise, testimonials and more. Video content will also be prioritized.

ACCE Foundation and Fringe Benefits, Inc. are also included in this strategy. The Foundation has its own Twitter handle and a LinkedIn showcase page connected to ACCE's profile. Both areas will also be featured on ACCE's channels.

Key messages for all communications are:

ACCE is the premier organization for chamber professionals, showcasing innovative best practices to help chambers stay ahead of trends and prepare for future challenges.

ACCE is the hub for industry expertise, peer networking and thought leadership, with extensive learning opportunities and cutting-edge examples.

ACCE serves as a national platform for chamber success stories focused on community impact and mission-driven achievements.

Partnerships & Membership Update

Beth Bronder, VP Development & Partnerships

Corporate Sponsorship

We wrapped up 2021 with strong roster of corporate sponsors, losing two (Constant Contact and DCM Associates) and gaining three (Project N95, Convergent and YouScience) this year. We have five renewals pending in first quarter, all of which appear to be secure and want to remain engaged. We've been working closely with the communication team to refresh our sponsor benefits to align member needs and interests with our sponsors' content. Our efforts for 2022 convention are ramping up and are already attracting corporate prospects who see the return to in-person events as motivation to engage with the chamber community.

Convention 2022 Sponsors & Exhibitors

The [2022 Sponsor & Exhibitor Guide](#) was released before the holidays which gave us a jump start on sales of booth space and sponsorships. That, and our early commitment discount, have helped us secure \$30K in revenue already to date, before registration even opened. Special shout-out to Nancy Keefer (Daytona) and Omar Cuevas (Grand Rapids) for their attendee testimonials on page 3 – thank you both!

We are upgrading the expo hall to be an engagement center branded as *The Circuit*. The name is a nod to Indy's auto racing legacy and the energy created when the chamber community is together in one place.



The Circuit will feature three community meeting spaces (with themes Relax, Refuel and Recharge) and up to 65 10x10 booths. We're planning a happy hour, networking activities and a social media hub. Having everyone under one roof, this centrally located space within the JW Marriott is designed to improve booth traffic and enhance the attendee experience.

Membership

With staffing changes, the membership division has been brought under my leadership. I'm pleased to report that a successful end-of-year collections campaign on past-due accounts is wrapping up this month. We have reconnected with over 350 chambers who had let dues slip to past-due status. Through the pandemic, renewals have been harder to collect, so a concerted team effort was implemented, which has paid off. Our membership director, Kate Teel with coordinator, Ellie Colt have been fearlessly dialing for dollars to ensure that we maximize year-end retention and revenue generation. Once this campaign is complete, Kate and I will shift quickly to focus on membership strategy for 2022. Our core sales efforts will focus on acquiring new members from our priority outreach list, where we see the greatest opportunity. In 2021, ACCE added 90 new members, with 69 of those joining in this fiscal year. We may be calling on you, our board members, to help with efforts in your regions and states. As always, we're happy to help facilitate conversations about getting more chambers involved in ACCE!

ACCE Foundation Updates Amy Shields, Executive Director

Foundation Programming

Talent and Economic Development Annual Meeting: In November 2021, the ACCE Foundation hosted



34 attendees in Oklahoma City for the 2021 Talent and Economic Development Annual Meeting. Topics included building inclusive economies, development and placemaking, work-based learning, smart justice, incentives and more. As part of this meeting, we also hosted our Site Consultant Program, which had 13 participants and three site consultants. Attendees also had the opportunity to participate in a site visit highlighting impactful economic development projects in the region.

Diversity, Equity and Inclusion Programs: The ACCE Foundation will be hosting a half-day virtual convening on Thursday, March 24 from 12:00 – 3:30 pm. Registration will open in January. The convening will feature Caprice Hollins from Cultures Connecting. The first session will focus on how attendees can progress on their own DEI journeys. The second session of the convening will focus on how chambers can create a culture of inclusion and belonging. The final session will be a series of roundtables led by chamber professionals. In January, the DEI Division Advisory Council will review and provide feedback on a draft DEI toolkit outline to support chambers as they start on this journey.

Equitable Credential Attainment Cohort Program: The ACCE Foundation has selected seven communities to participate in an 18-month program. Teams will receive technical assistance and subgrant funding as they work together to drive the growth of credentialing and degree programs in their regions and to place workers, particularly BIPOC workers, in well-paid jobs with opportunities for career advancement. Teams will meet for the first time in January.



ACCE Foundation Fellowship for Inclusive Economic Growth: We are half-way through this year's [Fellowship program](#). In December, the cohort attended its second virtual convening which focused on building wealth in communities and supporting small businesses and entrepreneurs. Future sessions focus on equitable economic development, education and talent, and engaging partners in the work.

Grant-Specific Programmatic Work

Workforce and Skills Policy: ACCEF renewed its partnership with the National Skills Coalition's Business Leaders United (BLU) in November 2021. Over the next year, the ACCE Foundation will continue to support chambers in several key states as they advocate for state-level policies to build a more skilled workforce. We will provide opportunities for chambers to engage on workforce issues and will identify chambers that might be well-positioned to lead new state networks in the future.

Smart Justice: In December, ACCE Foundation hosted a webinar on how chambers can participate in the Clean Slate Initiative. This webinar was part of our grant from the Clean Slate Initiative. The goal of the initiative is to support state efforts to leverage technology to automate the complex and time-consuming record clearing process for those individuals eligible for expungement under current state laws. ACCE Foundation will educate and engage chambers leaders in 12-15 states, building on recent chamber-supported clean slate efforts in Pennsylvania, Utah and Michigan. Active campaigns are underway with chamber support in New York and Colorado. Our next Smart Justice Peer Learning Community call will take place on March 8

at 3 p.m. and focus on chamber efforts to support fair chance hiring and eliminate barriers to employment and opportunity.

Early Childhood Engagement: Through a grant from the Pritzker Children's Initiative, the ACCE Foundation is working with nonprofit networks in several states to increase the engagement of the business community in programs and policies that impact children ages three and younger. ACCE Foundation has been working in seven states: South Carolina, Texas, Ohio, Michigan, Louisiana, Pennsylvania and Nevada. States have been hosting webinars and listening sessions with chambers, and ACCE staff have been working to support the development of business-friendly materials.

Development Pipeline and Partner Cultivation

Higher Education and Workforce Development

- Approved to submit a \$700k grant to the Kresge Foundation on the role chambers of commerce can play in higher education ecosystem change. This grant would look at the ways that systems must shift in response to the pandemic and in preparation for changes to our economy.
- Developing relationships with Ascendium Education Philanthropies to support rural postsecondary education and rural workforce development. The team is interested in how chamber and business engagement in rural systems might be beneficial to their work.

Inclusive Growth

- Developing relationships with the Truist Foundation related to supporting small business owners of color and increasing opportunities for economic mobility.
- Developing relationships with the Annie E Casey Foundation's Economic Opportunity portfolio. This body of work focuses on work, education and income to create economies that work for everyone.
- Developing relationships with Blue Meridian Group in their Place Matters portfolio with a focus on creating partnerships in the various communities they support through models like collective impact to improve economic and social mobility.

Smart Justice

- Developing relationships with staff at The Just Trust, a foundation that was created by the Chan Zuckerberg Initiative focusing on criminal justice reform.
- Continuing conversations with the Clean Slate Initiative about a potential follow-on grant to support our smart justice work.

Career Readiness and Talent Pipelines

- Drafting a follow-on grant for the Pritzker Children's initiative. This work would be a continuation and expansion of the early childhood engagement work mentioned in the previous section.
- Submitted a concept paper to the Carnegie Corporation on how the ACCE Foundation could support chambers in pursuing equitable education systems change. We anticipate meeting with program officers to discuss further in January.

Fringe Benefits, Inc.
Robert Heidt, Chairman

The Benefits team added Brooke Womack to our staff in November 2021 as a Client Services Associate. Brooke has been trained to handle insurance updates including enrollments and terminations. She is currently undergoing 401k training so that she can assist the team with the 401k compliance season.

The entire benefits team is primarily engaged in the annual review and compliance testing for the 401k profit sharing plan which will run through the end of March.

Insurance rates remain unchanged for the 2022 calendar year. The programming adjustments on the insurance billing system within the new ACCE database continue. We look forward to wrapping this up soon and appreciate everyone's patience with the new invoicing changes.

FBI is working in conjunction with its partners at the Benefits Trust on a strategic plan to ensure that our activities and processes are not only best-in-class but are as effective and efficient as possible. Drafts of this plan have been shared between the two entities and we'll be finalizing action items in the coming weeks.

ACCE External Affairs Engagement

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

ACCE Staffer	Date	Event	Location	Description
Sheree Anne Kelly	June '21	Montana Assoc. of Chamber Execs	Spring Conference (in person)	Keynote speaker and session: Strategic Planning – a Roadmap
Sheree Anne Kelly	June '21	ICC-WCF	Member (virtual)	Chamber 4.0 Task Force Workshop
Sheree Anne Kelly	July '21	The Silicon Valley Org staff meeting	Virtual	The Future of Chambers and ACCE e-tour
Alysia Bell	July '21	National Collaborative for Infants and Toddlers (NCIT)	Virtual	Represented ACCE on the Steering Committee
Sheree Anne Kelly	Aug. '21	Toledo Regional Chamber staff meeting	Presenter (virtual)	Telling Our Chamber Story
Anissa Starnes	Aug. '21	Chamber of Commerce Association of Alabama	Attendee	Annual Conference
Amy Shields	Aug. '21	Western Association of Chamber Executives	Sacramento, OH	Facilitated Exploring Possibilities for Chamber DEI Work workshop
Amy Shields	Aug. '21	Greater Kansas City Chamber Foundation board meeting	Presenter (virtual)	Presented on chamber foundation trends
Sheree Anne Kelly	Sept. '21	Chamber of Commerce Execs of OH board retreat	Columbus OH	Facilitated strategic planning retreat
Sheree Anne Kelly	Sept. '21	Pickerington Area Chamber board retreat	Pickerington OH	Facilitated strategic planning retreat
Sheree Anne Kelly	Sept. '21	USCC Committee of 100	Washington DC	Annual meeting
Sheree Anne Kelly	Sept. '21	KY Chamber of Commerce Execs annual meeting	Lexington KY	Keynote speaker: The Future of Chamber Value & Relevance
Sheree Anne Kelly	Sept. '21	Convergent podcast	Guest (virtual)	The Difference: Nonprofit Fundraising in a For-Profit World
Sheree Anne Kelly	Oct. '21	IA Assoc. of Chambers of Commerce	Presenter (virtual)	The Future of Chamber Value & Relevance – What's Next
Sheree Anne Kelly	Oct. '21	PA Assoc. of Chamber Professionals	Johnstown PA	Keynote speaker: The Future of Chamber Value & Relevance
Anissa Starnes	Nov. '21	USCC Centennial Institute	Augusta GA	Faculty Member: Sponsorship Solicitation & Revving Your Revenue Stream

Anissa Starnes	Nov. '21	GA Chamber of Commerce Professionals	Augusta GA	Keynote speaker: The Future of Chambers & Board Roles & Responsibilities
Anissa Starnes	Nov. '21	Aventura World	Egypt	Chamber fam trip with 20 chamber executives
Sheree Anne Kelly	Dec. '21	St. Tammany Chamber board retreat	Speaker (virtual)	The Future of Chambers, Community Impact, Courageous Leadership
Sheree Anne Kelly	Dec. '21 Jan. & Feb. '22	Greater Rochester Chamber board of directors	Facilitator (virtual)	Board and staff strategic planning retreats
Sheree Anne Kelly	Dec. '21	Quad Cities Chamber board meeting	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Jan. '22	Council of State Chambers winter meeting	Marco Island FL	Attendee and panelist: Workforce Best Practices
Sheree Anne Kelly	Jan. '22	The White House National Security Council & the Office of Science & Technology Policy	Conference Call	Preview of a new initiative to attract international STEM talent to the US
Sheree Anne Kelly	Jan. '22	Maryland Chamber staff meeting	Annapolis MD	The Future of Chambers presentation to staff; meeting with new CEO
Sheree Anne Kelly	Jan. '22	Americans for the Arts	Virtual	Discuss priorities and programs for 2022 to determine mutual goals for collaboration
Sheree Anne Kelly	Jan. '22	Roanoke Regional Chamber board meeting	Speaker (virtual)	The Future of Chambers
Amy Shields	Jan. '22	Lee's Summit Chamber of Commerce D&I Committee meeting	Presenter (virtual)	Presentation on current chamber DEI work
Stacey Breslin & Kate Teel	Feb. '22	WACE Annual Conference	Glendale AZ	ACCE booth

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.