

# ROLE MODEL FOR REGIONAL IMPACT

**An ecosystem lead achieving shared objectives**

## Role Model for Regional Impact:

An ecosystem lead achieving shared objectives

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## Introduction



**Recognizing Blackstone Valley students who represent the team that mobilized during COVID.** The students produced Personal Protective Equipment (PPE) on 3D printers that were sent to their homes from the Blackstone Valley Chamber's Makerspace and vocational schools across four states.  
Source: Peake Fellowship

The Peake Fellowship chose the Blackstone Valley region in Massachusetts to be the role model for a regional Community Connection Campaign with nearby chambers, business associations, higher ed institutions, and businesses. The region runs north to south from Worcester, Massachusetts to Providence, Rhode Island with Springfield, Massachusetts to the west and Boston, Massachusetts to the east.

The Blackstone Valley region pioneered America's first Industrial Revolution, driven by steam, at the end of the 1700s and continued to prosper during the second Industrial Revolution, driven by electricity, at the end of the 1800s. However, the region fell behind during the third Industrial Revolution, driven by computers, in the 1990s. The region has fallen even further back, in the current fourth Industrial Revolution, driven by AI & big data.

Geographically, this region is relatively close to the East Coast tech & venture capital hubs around Kendall Square in Cambridge, Massachusetts and around Silicon Alley in New York City; experientially, communities in the Blackstone Valley region have

often felt as far away from Boston and New York City as they do from Palo Alto, California and Austin, Texas.

When COVID struck, the Blackstone Valley Chamber of Commerce was already in partnership with the Peake Fellowship. The chamber coordinated teams from vocational high schools and other higher ed institutions from four states. Each of these “closed for COVID” institutions safely transported their 3D printers to the individual homes where students and teachers respectively sheltered in place. The chamber and its member-led team managed all transportation and manufacturing within the bounds of social distancing and other safety protocols. Together, they made and distributed more than 20,000 face shields to mitigate the regional shortages of personal protective equipment (PPE).

Their response included delivering face shields to address the lack of PPE at the nearby Holyoke Veterans Home that suffered more than 75 COVID-related deaths. Meanwhile, the chamber ran 24/7 support for each member business to make sure they got Paycheck Protection Program (PPP) loans and other financial assistance. The chamber also ran webinars to upskill the members on continuity of operations. The chamber became a lifeline, especially for those companies with essential workers.

Throughout the COVID mobilization, the chamber CEO, Jeannie Hebert, relied on lessons learned from partnering with the Peake Fellowship on Community Connection Campaigns.



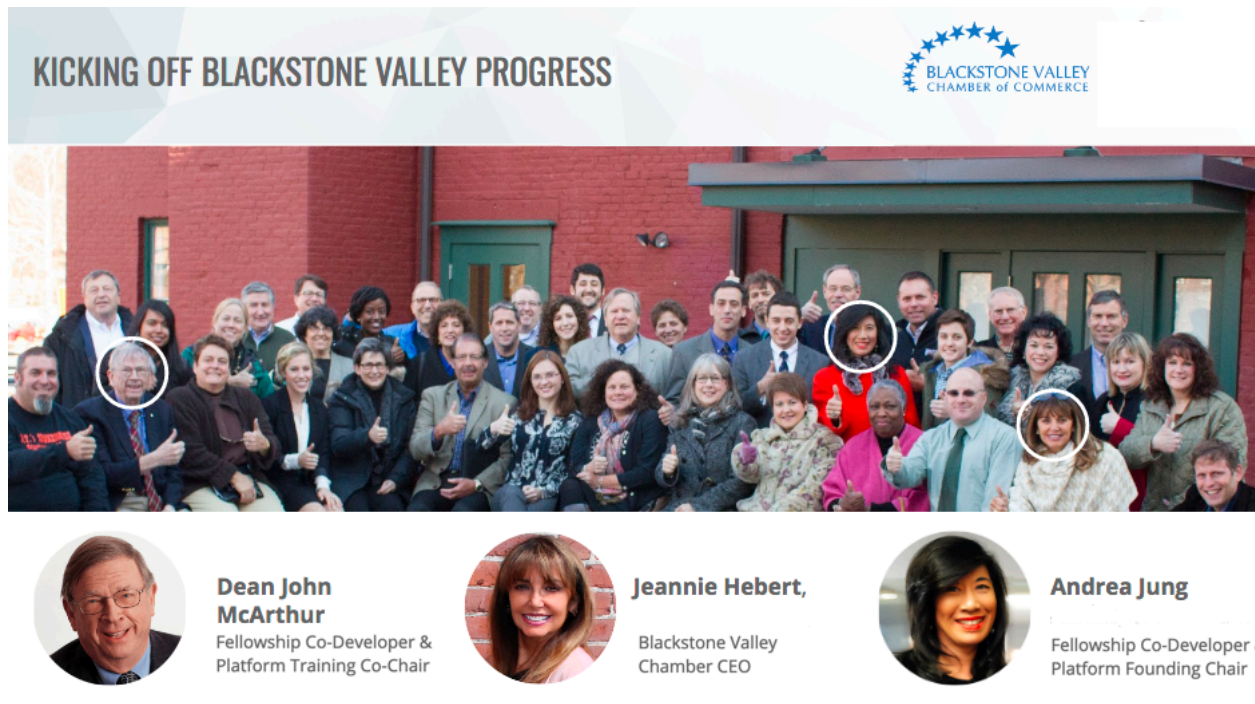
Source: Blackstone Valley Chamber of Commerce

*“Working with the Fellowship Program has been a revolutionary experience for the Blackstone Valley Chamber. Our Fellows stimulated us to collaborate and develop partnerships that advance the region and the community and encouraged us to become an organization that truly does work every day to live our mission and not just talk about it. And because of Fellowship Founding Partner Evan Malone, we were inspired to create the Blackstone Valley Ed Hub which transformed how the whole region collaborates.”*

— **Jeannie Hebert**, Blackstone Valley Chamber CEO



**Memorial Day at the Holyoke Soldiers' Home** where the Blackstone Valley Chamber and its partners responded to the severe shortage of PPE (personal protection equipment) in the face of 75+ COVID-related deaths at the government facility.  
Source: Peake Fellowship



**Fellowship Team Kickoff with the Blackstone Valley Chamber** at a former mill that now serves as a community skills development center run by a small & local business and Fellowship Applied Learning Partner.  
Source: Peake Fellowship

## A. Starting with Priorities and Resources

The CEO of the Blackstone Valley Chamber worked with the Peake team to identify the chamber's priorities for its membership and the overall business community of the region.

Working with the Fellowship team, the chamber leadership designed three Community Connection Campaigns after cataloging resources available in the region. Each campaign defined a community-wide shared objective that was advanced by the Peake Fellows Service. The three Community Commerce Campaigns were:

- 1. Cybersecurity:** *Improving the digital defense of businesses in the Blackstone Valley*
- 2. Applied Learning & Teaching:** *Adding advanced manufacturing skills in the Blackstone Valley through a 24/7 innovation hub, ed center, and industrial makerspace collocated at the chamber*
- 3. Business Continuity Planning:** *Strengthening businesses in the Blackstone Valley to prepare for, respond to, and recover from disruptions*

To support these campaigns, the Fellowship team helped the CEO engage resources that Peake defines as *Community Commerce Hubs for Innovation* (i.e., organizations

that connect multiple businesses to jointly develop new products and services both locally and globally). As shown in the table below, Peake specifies ten particular market categories that each naturally fill the function of a Hub. Note that any organization can position itself as a Community Commerce Hub for Innovation. Nationwide, these Hubs can play a much greater role in support of ecosystem leads mobilizing small & local businesses to pursue a shared objective.

10 MARKET CATEGORIES OF COMMUNITY COMMERCE HUBS FOR INNOVATION
1. <b>Local Chambers of Commerce, other Business Associations, and Supply Chain Pacesetters</b> that act as priority-setting and collaboration leaders.
2. <b>Membership-based Coworking Spaces including Public Libraries</b> that offer physical and digital services for start-up and business expansion.
3. <b>Makerspaces</b> that provide training and equipment for new product and service creation.
4. <b>Business Incubators and Venture Capital Firms</b> that facilitate business startups.
5. <b>Military Facilities</b> that add tax-funded spending into all nearby communities.
6. <b>Community Health Resources</b> that function as economic engines for joint innovation in nearby communities.
7. <b>Higher Ed Institutions</b> including Independent Training Organizations and Vocational Technical High Schools that support industry and professional preparation.
8. <b>Economic Development and Community Improvement Organizations</b> that foster business innovation and collaboration.
9. <b>Large Employers</b> that supply funding for joint business development.
10. <b>Government Organizations</b> that underwrite funding and other support services for new business development.

## 1. Community Connection Campaign - Cybersecurity: Improving the digital defense of businesses in the Blackstone Valley

This campaign used the Peake Fellows Service to offer an affordable cybersecurity assessment and facilitated improvement plans for each small business. For businesses interested in bidding on a federal contract, the Peake Fellows Service also offers a follow-on assessment of the 110 cyber controls defined by the National Standards and Technology (NIST 700-171) required by the federal government and Department of Defense. The chamber and its chamber members benchmarked themselves on cybersecurity compared with other chambers and businesses nationally. (See an example of the scoring on the following page.)

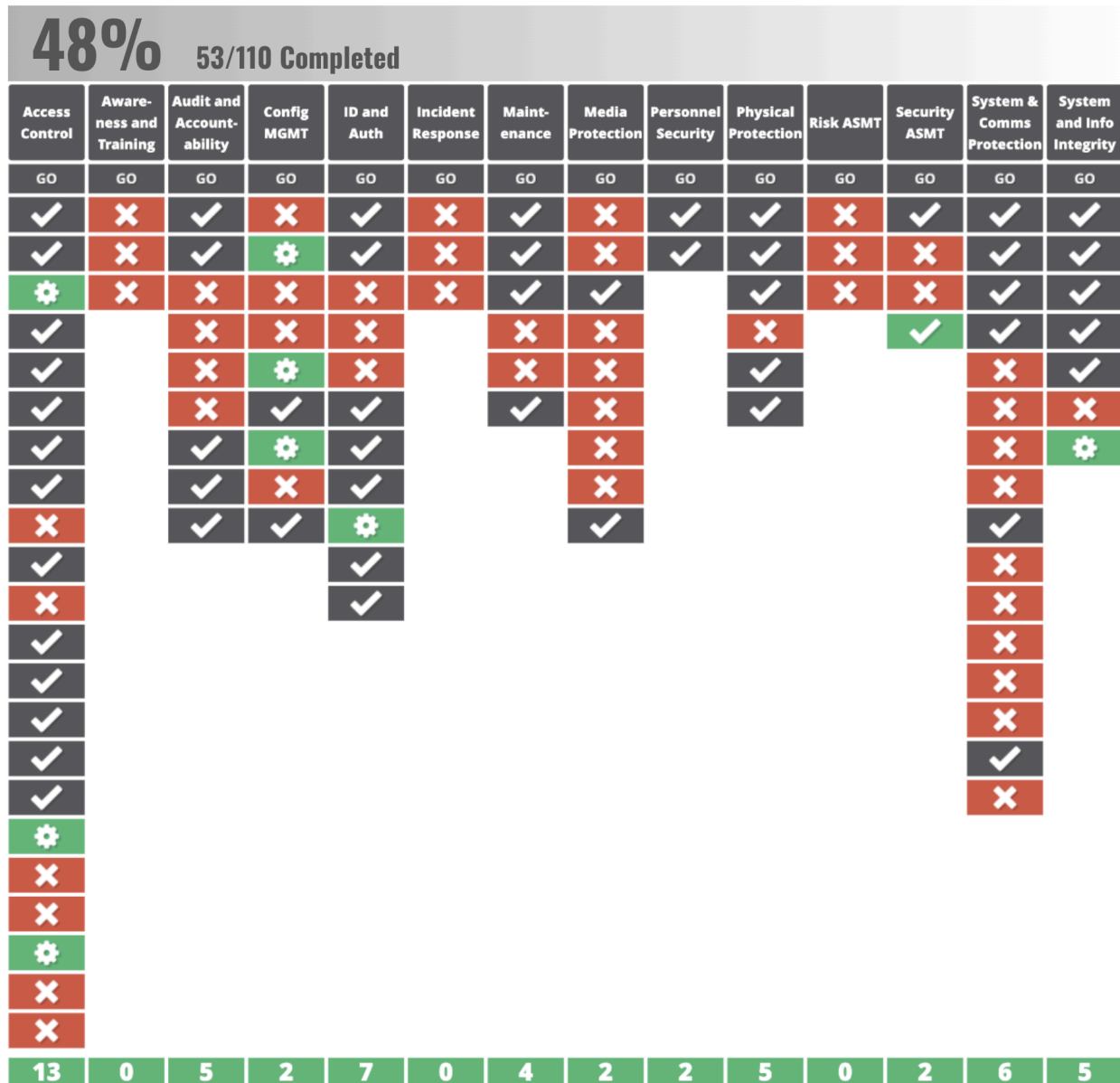
To motivate next steps on strengthening cybersecurity, the chamber worked with Peake to launch a series of *Spark Events*. For example, the chamber and Peake hosted a live session from the Pentagon with Major General Thomas Murphy, Director of the *Protecting Critical Technology Task Force* for the U.S. Secretary of Defense.



**The Blackstone Valley Chamber and the Peake Fellowship hosted a live community-wide Spark Event** from the Pentagon with Major General Thomas Murphy, Director of the Protecting Critical Technology Task Force for the U.S. Secretary of Defense.

Source: Peake Fellowship

## Scoring the Cybersecurity of a Chamber of Commerce (not Blackstone Valley Chamber)



**A Peake Fellowship assessment of 110 cyber controls needed for federal contracts (NIST 800-171).** This scoring technique is used by chambers and businesses to compare themselves to other chambers and other businesses nationally. The score above is for an actual chamber benchmark (not the Blackstone Valley).  
Source: Fellowship Team

The Community Connection Campaign also brought together nearby higher ed institutions on the issue of adult upskilling as a national priority. For example, a DoD supply chain leader, General Darren McDew, met with Blackstone Valley area businesses to exchange best practices on skills for cybersecure growth.

*“As a national security issue, the Department of Defense relies on every business in the industrial base to upskill their cyber & physical operations. Doing that successfully requires a deep understanding of new capabilities like artificial intelligence, big data, and trusted transaction networks. Too often, that understanding is missed, and the latest technologies are seen as shiny objects to be bought and sprinkled around big organizations. But with enough understanding, we can use those systems to transform the underpinnings of how people and technology work together.*

*We have come to a crossroads where our future depends on each of us in the industrial base upskilling as non-traditional learners. That includes even the smallest businesses. The future depends on inspiring each person’s passion to learn more; then giving them the tools to decide what to learn first given their interests and mission.*



Source: U.S. Air Force

*The Fellowship team inspired me to think in a different way about trusted networks and upskilling, sparked my imagination, and got me to act on those ideas.”*

— **General Darren McDew (ret.), who as Commander USTRANSCOM, joint distribution process lead for the DoD**, met with businesses from around the Blackstone Valley along with Fellowship partners from nearby higher ed institutions.

## **2. Community Connection Campaign - Applied Learning & Teaching:** *Adding advanced manufacturing skills in the Blackstone Valley through a 24/7 innovation center, education hub, and industrial makerspace collocated at the chamber*

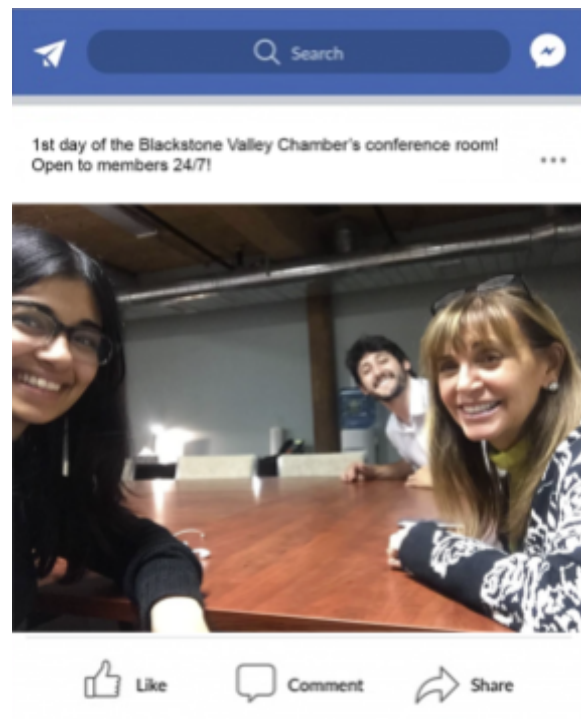
The chamber recognized that the Blackstone Valley’s strength for 200+ years has been manufacturing, but has fallen behind in newer 3D printing techniques (i.e., additive manufacturing), CNC machining, and advanced welding. To upskill the local workforce in these techniques, the chamber designed a Community Connection Campaign including the **nation’s first chamber-led and chamber co-located:**

- **24/7 innovation center**
- **Education hub for workforce development**
- **Industrial makerspace**



The campaign addressed the skilled workforce shortage with the **nation's first chamber-led reentry program from incarceration into advanced manufacturing career training and job placement**. Specifically, people from the region incarcerated at the Worcester County correctional facilities train for advanced manufacturing certifications while they are still incarcerated. Upon parole, each student starts hands-on training at the chamber's Ed Hub and makerspace where they get experience in a range of tools. Upon successful program completion, member businesses within the chamber guarantee a job for each trainee as they reenter the community.

To house all of these campaign initiatives, the Blackstone Valley Chamber and a chamber member who enrolled as a Fellowship Applied Learning Partner, co-led a renovation of a 19th century mill that was scheduled to be demolished. Today, that mill also serves as the U.S. National Park Service headquarters for the Birthplace of the American Industrial Revolution. Students from the Blackstone Valley Vocational Technical High School built out the Ed Hub and makerspace as part of this multi-million dollar set of efforts. The fully outfitted complex includes 3D printers, both CNC and conventional machine tools with CAD workstations, and advanced welding equipment across multiple classroom/shop areas. During COVID facility shutdowns, the operation continued as an innovation hub running online advanced programs in conjunction with small & local businesses, community colleges, universities, and vocational technical high schools.

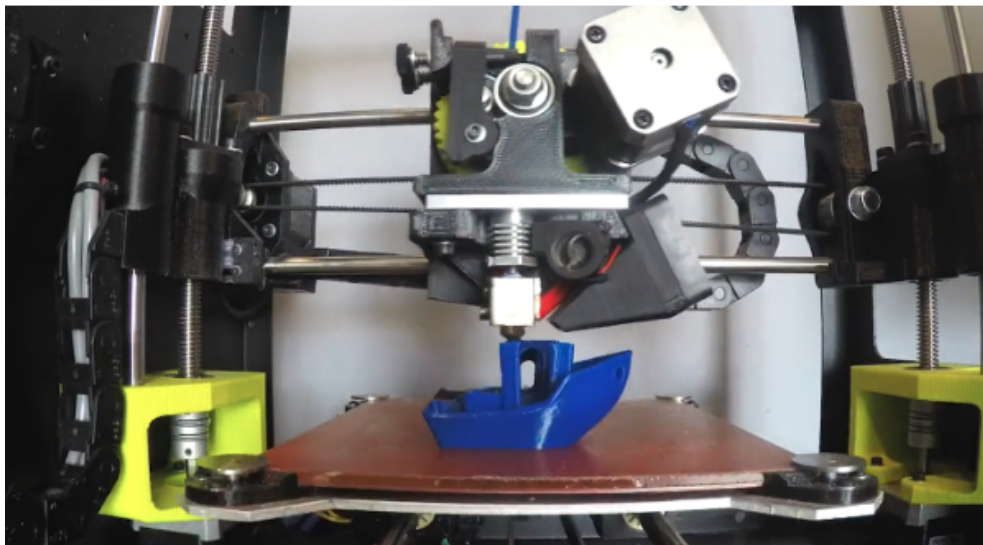


**Fellow Kanisha Hans '16, Peake Engineering Lead Tor Fellows, and Peake Chamber Partner Jeannie Hebert** the launch of the chamber's 24/7 Community Commerce Hub for Innovation.  
Source: Peake Fellowship

## Small & Local Business Cybersecure Growth



**Blackstone Valley Vocational-Technical High School students** and their tools pictured above during construction with their chamber-led team. At center, the chamber executives hold up the makerspace build-out blueprint alongside the chamber's Fellow and the Fellow's Coach.  
Source: Peake Fellowship



**The Blackstone Valley industrial makerspace was inspired by Peake Fellowship Founding Partner and Advanced Manufacturing Strategy Lead Evan Malone** who invented the first open source, multi-material 3D Printer.  
Source: Peake Fellowship



**Blackstone Valley Chamber CEO Jeannie Hebert orchestrating a chamber innovation center workshop** with members from her Fellowship Development Team including (r-l) Dr. Paul Horn, former SVP of IBM Research that pioneered the Watson AI system, Fellow alum Em Shank, Grameen Bank CEO Andrea Jung, former GM of Quickbooks & Harvard Business School faculty member Allison Mnookin, and systems innovator Mike Pehl who started his career as an IT apprentice without going to college.  
Source: Peake Fellowship

### **3. Community Connection Campaign - Business Continuity Planning:** *Strengthening businesses in the Blackstone Valley to prepare for, respond to, and recover from disruptions*

This campaign used the Peake Fellows Service to offer an affordable Business Continuity Plan facilitation based on Federal Emergency Agency (FEMA) standards for all disruptions to business operations, from pandemics and natural disasters to fires and cyber attacks.

As with cybersecurity, the chamber worked with Peake to launch a series of *Spark Events* to motivate next steps on strengthening continuity of operations planning. For example, the chamber and Peake hosted a pre-COVID live session from a nearby hospital and the Harvard Business School with leaders from across government and private sector organizations for pandemic preparedness and response.

In conjunction with the Blackstone Valley Chamber, the [Healthcare Roundtable](#) participants met with a combination of recent graduates from nearby universities and colleges, the state's Director of Infectious Diseases, Kevin Cranston and the CEO of the Massachusetts Hospital Association, Lynn Nicholas.

## PEAKE FELLOWSHIP DEVELOPMENT TEAM HEALTHCARE ROUND TABLE

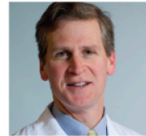
ON OUTREACH BEST PRACTICES

BAYSTATE MARY LANE HOSPITAL WARE, MA  
HARVARD BUSINESS SCHOOL BOSTON, MA  
AND VIRTUALLY BY WEB CONFERENCE



**CHIDERAH OKOYE**

*Case Western Biomedical  
Engineer; Fellowship  
Development Team  
Methodologies Lead*



**STEVEN ATLAS, M.D.**

*Director, Primary Care &  
Quality Improvement Network,  
Massachusetts General Hospital*



**BRAD PERKINS, M.D.**

*Chief Strategy/Innovation  
Officer (Ret.), U.S. CDC;  
Fellowship Co-Developer*



**VICE ADMIRAL**

**DAVID BREWER (RET.)**

*Commander, Naval hospital  
ships; Fellowship Training  
Co-Chair*



**MARK COBLITZ**

*25-year Comcast SVP of  
Strategic Planning; Fellowship  
Co-Developer and Platform  
Roll-Out Strategy Lead*



**DEAN JOHN MCARTHUR**

*Harvard Business School  
Dean Emeritus; Fellowship  
Training Co-Chair*



**KEVIN CRANSTON**

*Director, Bureau of Infectious  
Disease, Massachusetts Dept.  
of Public Health*



**LYNN NICHOLAS, FACHE**

*President & CEO;  
Massachusetts  
Hospital Association*



**ELIZABETH DAVISON**

*Platform Development Team  
Outreach & Engagement; recent  
Clark University graduate*



**EM SHANK**

*Pilot Program Fellow '14,  
Quabaog Hills Chamber; recent  
Mount Holyoke College graduate*



**JEANNIE HEBERT**

*President & CEO,  
Blackstone Valley  
Chamber of Commerce*



**LENNY WEAKE**

*President,  
Quaboag Hills  
Chamber of Commerce*

Together, they addressed how small & local businesses could collaborate to prepare, respond, and recover from disasters in conjunction with the area's community health resources.

## Scoring the Business Continuity Preparedness of a Small Business according to FEMA Best Practices

**80%** 70/88 Completed

Business Continuity Scope & Objective	Business Continuity Organization	External Business Continuity Plan Partners	Business Continuity Plan Maintenance and Improvement	Plan Distribution and Access	Customers	Suppliers and Partners	Emergency Response Plans	Evacuation Plans	Severe Weather/Tornado Sheltering Plan
GO	GO	GO	GO	GO	GO	GO	GO	GO	GO
✓	✓	⚙️	✓	✓	✓	✓	✓	✓	✓
✓	✓	⚙️	✓	✓			✓	✓	✓
✓	✓	⚙️	✓	✓				✓	✓
⚙️	✓	⚙️	✓	⚙️				✓	✓
	✓	⚙️						✓	✓
	✓	⚙️						✓	⊘
	✓	⚙️						✓	⚙️
		⚙️						✓	
		⚙️						✓	
<b>3</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>5</b>

**A Peake Fellowship assessment of first 10 of 20 Continuity of Operations Plan (COOP) categories.** This scoring technique is a Community Connection Campaign benchmark to measure the COOP preparedness of a chamber member business. (Note: Score is divided visually into 2 parts due to its width.)  
 Source: Fellowship Team

Small & Local Business Cybersecure Growth

Shelter-In-Place Plan	Lockdown Plan	Medical Emergency Plan	Fire Emergency Plan	Public Emergency Services and Contractors	Emergency Plan Distribution and Access	Warning, Communication and Notification Systems	Fire Protection Systems	Property Conservation	Insurance Coverage
GO	GO	GO	GO	GO	GO	GO	GO	GO	GO
✓	✓	⚙️	✓	✓	✓	⊘	⊘	✓	⚙️
✓	✓	⚙️		✓	✓	✓	⊘		⚙️
✓	✓	⚙️		✓	✓	✓	✓		✓
✓	✓	⚙️		✓		✓			
✓				✓					
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				✓					
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				✓					
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				✓					
				✓					
<b>8</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>

**A Peake Fellowship assessment of the second 10 of 20 Continuity of Operations Plan (COOP) categories.** This scoring technique is a Community Connection Campaign benchmark to measure the COOP preparedness of a chamber member business. (Note: Score is divided visually into 2 parts due to its width.)  
 Source: Fellowship Team

## B. Recognizing Small Business Leaders

The Peake Fellowship gives awards, either directly or on behalf of a chamber or another ecosystem lead, to small businesses that distinguish themselves by their impact on a Community Connection Campaign.

Longtime Peake Methodologies Lead Chiderah Okoye and Peake Engineering Lead Tom Fellows led a celebration of all the Blackstone Valley Chamber had achieved through the chamber's Community Connection Campaigns. Peake Development Team Founding Partners Andrea Jung, Paul Horn, Mark Coblitz, and Co-Chair for Training Vice Admiral David Brewer gave the first Community Commerce Innovation Awards to recognize the pacesetter efforts of the chamber and the members as role models for what can be done in local communities nationwide.



### Global Leaders Recognize Local Innovation in the Blackstone Valley

Six years ago, BVCC members co-lead a daylong brainstorming roundtable before our Annual Meeting. We focused on ways to help local businesses grow in the Blackstone Valley. We've partnered throughout with global industry leaders and recent area college graduates (along with returning veterans & military spouses) from the Peake Fellowship Development Team, co-founded by Dean Emeritus John McArthur of the Harvard Business School.

The past seven years yielded concrete progress and attracted national attention to community commerce innovations across the Valley. For example, BVCC's Ed Hub has become a national role model as the country's first advanced manufacturing training center created by a local chamber. By opening doors for our members and students to train on innovation and vocational skills, we enable our businesses to grow now and into the future. By co-locating BVCC, the Ed Hub with its Makerspace, and the National Park Service HQ for the birthplace of the American Industrial Revolution in our restored 19th century mill, we send a message heard round the world: *Blackstone Valley creatively builds on its heritage to enable new business opportunities in the age of Amazon & Artificial Intelligence.*

**Join us as we celebrate the Valley!**

 <p><b>PAUL HORN, PHD</b> Pioneer of IBM's Watson AI System Former SVP of IBM Global Research</p>	 <p><b>ANDREA JUNG</b> 1st Female CEO of Avon &amp; CEO of Grameen America; Apple Board Fortune 100 Most Powerful Women</p>
 <p><b>EVAN MALONE, PHD</b> Inventor of 1st Multi-material Open-Source 3D Printer; Founder of NextFab</p>	 <p><b>MARK COBLITZ</b> Emmy Award Winner Former SVP of Comcast Strategic Planning</p>
 <p><b>VICE ADMIRAL DAVID BREWER (Ret.)</b> Former Commander, Naval Supply Chain &amp; Los Angeles Schools Superintendent</p>	 <p><b>ROB SHEPPARD</b> North America VP of Procurement Fresenius for 2,000+ dialysis centers</p>

The Peake Fellowship, in conjunction with the Blackstone Valley Chamber, recognized chamber members based on their role as pacesetters in support of the chamber's Community Connection Campaigns.



**The Mary S. Peake Community Commerce Innovation Award honors ecosystem leads (industry supply chains, higher ed centers, chambers of commerce, and other business associations) nationally which serve as the hubs for leading next generation Applied Learning & Teaching among their member businesses.**



American teacher and community leader Mary Peake was born in 1823. She illegally taught enslaved African Americans to read under a tree in Hampton, Virginia. In 1863, the Emancipation Proclamation was read for the first time in the South under that tree which became known as the Emancipation Oak. Through Mary Peake's pioneering efforts in education, Hampton University grew up from under that tree. The image of the Emancipation Oak on the award signifies how much has been achieved with grassroots resources.



**The John McArthur Community Commerce Innovation Award honors pacesetting local businesses who are role models for the country on Community Commerce best practices.**



Harvard Business School Dean John McArthur, Fellowship Co-Founder, was legendary for many reasons. One of them was that the Harvard Business School has been there for more than 115 years, and John was there for 62 of them. A quality that made John special was his passion for grassroots innovation. For John, the pivotal learning experience in his life was working in a sawmill at the start of his career, and he always looked for new skills from actual business experience with his sleeves rolled up.

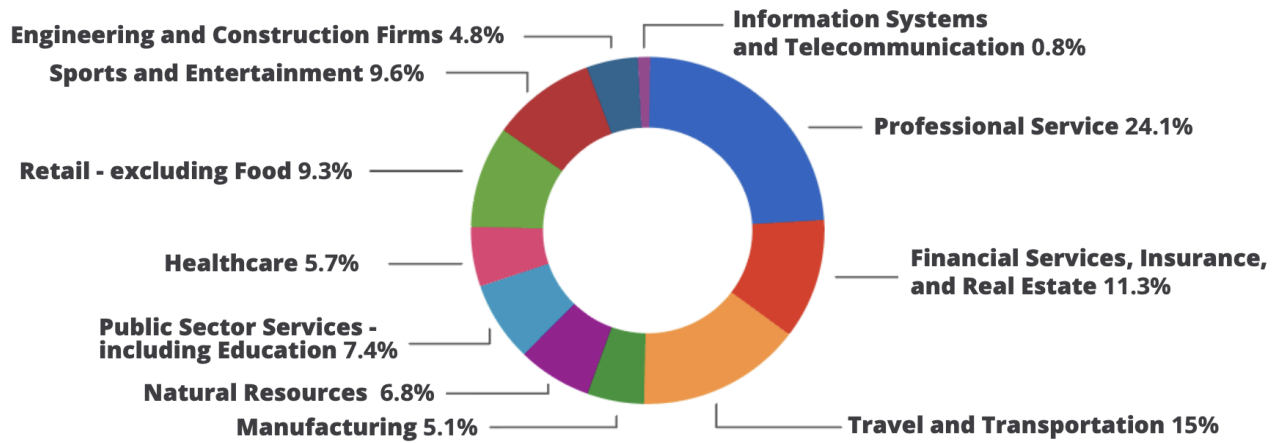
### **C. Making a Difference One Organization at a Time**

The Community Connection Campaigns served small businesses across the market categories shown below, in and around the Blackstone Valley region.

Each small business, first and foremost, focused on its own cybersecure growth. In addition, businesses credited their chamber for making the Fellowship service available as a benefit of chamber membership. The following quotes speak to the impact of the ten chamber benefits described in the chart below.



### 353 BLACKSTONE VALLEY REGIONAL APPLIED LEARNING PARTNERS FOR THE FELLOWS



“A member CEO stood up at the last board meeting and said that the training by the chamber’s Fellow was one of the most valuable experiences they had ever had.”

—**Jeannie Hebert**, Blackstone Valley Chamber CEO



Source:  
Therese DeLongchamp

*“Thanks to the Blackstone Valley Chamber for connecting us to the Fellowship Program. The Fellows helped me by web conference every step of the way from showing me how to use more of the functions on my iPhone to growing our clients through smarter outreach.*”

*The Fellowship allowed us to see how much strength we had around the Blackstone Valley. We were able to envision new services with other firms whom we should have been working with already, but never would have seen as natural partners without our new insights from the Fellowship.*

*Then COVID hit, and I got to understand why all our Central Blackstone Valley’s work on Community Health Resources was so important.”*

—**Therese DeLongchamp**, Director of Elderwood Home Care, specialized elder care provider, Blackstone Valley Chamber member, 2-year Fellowship Applied Learning Partner.



Source: Lampin Corp.

*“During Lampin’s years of work with the Fellows Service, we’ve been able to get new customers and serve our strategic partners in more sustainably profitable relationships. That began with analyzing which customers and suppliers are most strategic.*

*We can do even more in the future if we work smarter together. We shouldn’t wait, as a company or as a country, for the next emergency to talk about the essential products and services we can already predict that the country will need. For example, why don’t all of us as local machining companies understand our capacities ahead of time for making essential products for predictable scenarios? That way we would be able to better leverage our capabilities here in the U.S. during a crisis when it’s hard to be dependent on faraway suppliers.”*

—**Robin LeClaire**, former Lampin Corporation President and current Board Member, Blackstone Valley Chamber Board Member, and longtime Fellowship Applied Learning Partner.

## 10 CHAMBER BENEFITS FROM THE FELLOWSHIP PROGRAM

1. **Community Connection Campaign** mobilizes chamber members to act on a shared objective set by chamber leadership such as cybersecurity improvement, business continuity planning, or expansion of education and community health resources.
2. **New Jobs** come from two sources: 1) Outstanding college graduates, returning veterans, and military spouses receive a paid Fellowship that creates a new job made possible by the chamber and funded by the Fellowship. 2) Chamber members create jobs based on their net new or saved revenue.
3. **Best Practice Sessions** deliver personalized analysis of each business’s social media-based outreach & engagement, as well as basic cybersecurity. The session benchmarks the business compared to leaders in its market category. Each session ends with essential next steps for improvement.
4. **Systemic Innovation Processes** drive step-by-step progress by each small business on its priorities in concert with the chamber’s community-wide shared objectives.
5. **Community Commerce** helps small & local businesses band together with customers, partners, and suppliers to innovate new products and services that

differentiate them from the commodity commerce which big tech giants deliver so effectively.

6. **One-on-one upskilling** provides personalized training and coaching on four business tracks: cybersecurity, outreach & engagement, ecommerce, and cloud operations.
7. **Staff Support** assists the chamber team on defining its priorities, cataloging resources, and supporting the design and implementation of Community Connection Campaigns.
8. **Spark Events** ignite online community innovation through sessions that build on the local pride in the region's strengths and engagement of potential community resources for growth.
9. **Online Dashboards** offer the chamber and its members access to analytics and benchmarking on critical metrics for cybersecurity, outreach & engagement, ecommerce, and cloud operations.
10. **New Member Outreach** expands brand awareness of the chamber with non-chamber businesses which leads to increased chamber membership and chamber impact in the business community.