

Board of Directors Meeting

January 22, 2020
Via Conference Call



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors Briefing Book

January 22, 2020

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ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors 2020 Governance Meeting Calendar

January Via Conference Call

Finance Committee	January 15	11:30am EST
Executive Committee	January 17	11:00 am EST
Board of Directors	January 22	2:00 pm EST

March 24-25 • Omaha

Finance Committee	March 24	Afternoon (TBD)
Executive Committee	March 24	Afternoon (TBD)
Board Dinner	March 24	6/6:30 pm CDT
Board of Directors	March 25	7:30 am CDT/breakfast 8:30 am – 2:30 pm/meeting

July 13 • Dallas

Finance Committee	July 13	Afternoon (TBD)
Executive Committee	July 13	Afternoon (TBD)
Board of Directors	July 13	Afternoon (TBD)

October 28-29 • Alexandria

Finance Committee	October 28	Afternoon (TBD)
Executive Committee	October 28	Afternoon (TBD)
Board Dinner	October 28	6/6:30 pm EDT
Board of Directors	October 29	7:30 am EDT/breakfast 8:30 am – 2:30 pm/meeting

Additional committee meetings via conference call announced as needed.



ACCE Board of Directors Meeting

January 22, 2020 | 2:00 p.m. EST

Via Conference Call

AGENDA

Welcome

Governance

- Review and Approve Minutes – October 29, 2019 Meeting
- Treasurer's Report
 - Financial Report
 - Investment Strategy Update
- Nominations Update

Strategic Plan Update

Convention

- Site Selection and Criteria
- 2020
- 2021/2022

Foundation Update

ACCE Board of Directors Meeting

October 29, 2019 | 8:30 a.m. EDT

Hilton Alexandria Old Town

Alexandria, Virginia

MINUTES

Present: Sara Armstrong, Rick Baker, Matt Ballard, Carl Blackstone, Beth Bowman, David Brown, Jay Byers, Adrian Cain, Lucia Cape, Chip Cherry, Adrienne Cole, Greg Durocher, Natalie English, Tiffany Esposito, Mark Fisher, Dottie Gallagher, Christy Gillenwater, Tim Giuliani, Wendy Gramza, Brian Hall, Cecilia Harry, RaDonna Hessel, Michael Huber, Waymond Jackson, Nancy Keefer, Adam Knapp, Megan Lucas, Kelle Marsalis, Leonardo McClarty, Matt McCormick, Sherry Menor-McNamara, Vincent Orange, Carlos Phillips, David Prunte, Brittany Quick-Warner, Jeff Rea, Joe Reardon, Bob Rohrlack, Jim Rooney, Christine Ross, David Rumbarger, Todd Sanders, Vern Squier, Dale Steenbergen, Sherry Taylor, Tony Vedda, Roy Williams, Sandra Wilson and Gilbert Zavala

Excused: Robin Anderson, Candace Boothby, Heather Briccetti, Chris Clark, Kelly Fanelli, Angela Farley, Shannon Full, Kris Johnson, Michel Leblanc, Adam Marshall, Pam Ridler, Janet Riopel, Bill Sisson and Bryan Starr

Staff: Sheree Anne Kelly, Stacey Breslin, Beth Bronder, Will Burns, Jacqui Cook, Crystal Moore, Tamara Philbin and Karen Haggerty

Chair David Brown called the meeting to order and introductions followed.

The committee reviewed the minutes from the July 14, 2019 meeting in Long Beach. A motion to accept the minutes was made by Dale Steenbergen and seconded by Megan Lucas. *Motion carried.*

CEO Sheree Anne Kelly gave the President's Report. She updated the committee on the state of ACCE and noted significant progress on nearly 65% of its strategic plan priorities.

The financial report was presented by Treasurer Leonardo McClarty who noted that ACCE's cash position is strong, with consolidated net assets at \$2.67 million. The convention registration revenue exceeded budget, while exhibitor and sponsor revenue fell just short of budget. Onsite increases in labor, food and beverage costs impacted the overall bottom line. Budget cuts for the remainder of this fiscal year will mitigate the gap in convention budget vs. actuals. McClarty noted that both FBI and the foundation have their own boards which oversee budgets and other governance needs. Fiscally, the foundation experiences fluctuations in both revenue and expenses based on timing of when grants are received and when grant work is conducted.

RaDonna Hessel made a motion to approve the financial report, which was seconded by Adrian Cain. *Passed.*

McClarty then provided an update on the organization's investment strategy. He shared that members of his committee have been conducting due diligence and will make recommendations for consideration at the next board meeting.

Brown then called on Senior Manager Steve Marconi with RSM US to present the audit report, which was approved by the Audit Committee at its meeting earlier this month. Marconi reviewed the financial statement, stating that the audit is clean and unmodified with no new disclosures this year. Brian Hall made a motion to approve the audit report. Seconded by Michael Huber. *Passed.*

Brown asked Carlos Phillips to talk about updating the bylaws. Phillips led the task force to review the bylaws and thanked Christy Gillenwater and Chip Cherry for their help with this effort. He outlined the primary recommendations, and a draft showing all track changes was provided for review. These recommendations were approved by the Executive Committee at its meeting yesterday. Pending board approval, draft changes will be submitted to outside counsel for review. Tony Vedda made a motion to approve the changes, which was seconded by Matt Ballard. *Passed.*

Crystal Moore provided convention updates on Long Beach, Dallas and future sites including the process staff will follow in order to select future locations to include analysis of past performance as well as a full assessment of both chamber contribution to the convention and regional/market financial impacts.

Brown shared news about the spring, 2020 board meeting in Omaha which will be held at Gallup University.

ACCE Foundation Chair Roy Williams provided a brief update. The foundation continues to support its previous initiatives while goals under the new strategic plan ensure that its work is intentional and benefits all ACCE members. Other efforts include developing programming to help chambers start and/or improve their foundations as well as supporting ACCE's new learning management software with relevant content.

Brown convened the FBI Annual Stockholders meeting, a required yearly meeting of ACCE's wholly-owned, for-profit subsidiary. Stacey Breslin provided the update in Chair Robin Anderson's absence and noted that the compliance season for the 401k retirement plan was successfully completed. She shared that the focus of the FBI team has been on enhancements to the billing system and procedures, having spent time researching ways to identify improvements and efficiencies. A new investment optioned for the 401k plan was approved and will be available for participants effective January 1. Growth efforts for the plan continue. Chair Brown *adjourned* the FBI Annual Stockholders meeting.

Brown led an open discussion on the catalytic leadership of chambers. This was followed by guest speaker Christopher Graves, President and Founder of the Ogilvy Center for Behavioral Science. Afterward, panelists Dottie Gallagher, Waymond Jackson and Todd Sanders shared insights about new workforce and talent initiatives. Board members provided feedback and comments.

Meeting adjourned.

Association of Chamber of Commerce Executives
Consolidated Projects
For the Eight Months Ending November 30, 2019

JC-09CONSBS
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	1,645,099.97	\$347,241.02	\$359,387.30		\$2,351,728.29
Investments	485,756.52	\$0.00	\$0.00		\$485,756.52
Investments - 457B	85,477.53	\$0.00	\$0.00		\$85,477.53
Investment in Subsidiary	503,379.58	\$0.00	\$0.00		\$503,379.58
Accounts Receivable - General (net)	20,509.88	\$104,733.69	\$0.00		\$125,243.57
Accounts Receivable - Trust	12,616.53	\$260,774.90	\$0.00		\$273,391.43
Grant Receivable		\$0.00	\$66,959.18		\$66,959.18
Due from Related Entities	333,198.75	\$0.00	\$0.00	(333,198.75)	\$0.00
Prepaid Expenses	62,078.47	\$5,658.11	\$4,400.00		\$72,136.58
Prepaid Expenses - Convention	34,020.45	\$0.00	\$0.00		\$34,020.45
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	104,984.44	\$23,377.20	\$0.00		\$128,361.64
TOTAL ASSETS	\$3,298,434.24	\$742,759.92	\$430,746.48	(333,198.75)	\$4,138,741.89
LIABILITIES					
Accounts Payable & Accrued Expenses	83,707.61	\$0.00	\$46,000.00		\$129,707.61
Accounts Payable - Trust	0.00	\$262.78	\$0.00		\$262.78
457B Liability	85,477.53	\$0.00	\$0.00		\$85,477.53
Due to Related Entities	0.00	\$221,372.30	\$111,826.45	(333,198.75)	\$0.00
Deferred Dues	710,960.03	\$0.00	\$0.00		\$710,960.03
Deferred Other	32,180.00	\$3,396.55	\$175,486.05		\$211,062.60
Deferred Rent	137,784.00	\$0.00	\$0.00		\$137,784.00
Deferred Convention	7,195.00	\$0.00	\$0.00		\$7,195.00
Capital Lease Obligations	40,817.00	\$0.00	\$0.00		\$40,817.00
TOTAL LIABILITIES	\$1,098,121.17	\$225,031.63	\$333,312.50	(333,198.75)	\$1,323,266.55
NET ASSETS					
Net Assets - Unrestricted	2,177,989.12	\$503,378.57	\$97,838.28		\$2,779,205.97
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	22,323.95	\$14,349.72	(\$404.30)		\$36,269.37
TOTAL NET ASSETS	\$2,200,313.07	\$517,728.29	\$97,433.98	\$0.00	\$2,815,475.34
TOTAL LIABILITIES & NET ASSETS	\$3,298,434.24	\$742,759.92	\$430,746.48	(333,198.75)	\$4,138,741.89

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending November 30, 2019

	November 19 YTD ACTUAL	November 19 YTD Budget	2019-20 Annual Budget	November 19 Actual vs. Budget YTD \$\$ Variance	November 19 Actual vs. Budget YTD % Variance
FBI					
Total FBI Revenue	725,660.15	719,333.33	1,079,000.00	6,326.82	1%
Total FBI Expense	711,310.43	718,842.27	1,078,263.40	(7,531.84)	(1%)
FBI Net Income	14,349.72	491.07	736.60	13,858.65	97%
Foundation					
Total Revenue	953,488.09	1,154,528.00	1,731,792.00	(201,039.91)	(21%)
Total Expense	953,892.39	1,104,759.33	1,657,139.00	(150,866.94)	(16%)
Foundation Net Income	(404.30)	49,768.67	74,653.00	(50,172.97)	12,410%
ACCE					
Revenue					
Annual Convention	893,346.95	895,993.00	895,993.00	(2,646.05)	(0%)
Awards/COY Revenue	20,700.00	21,250.00	21,250.00	(550.00)	(3%)
Certification	9,450.00	12,000.00	12,000.00	(2,550.00)	(27%)
Chamber Education	17,868.00	15,960.00	46,900.00	1,908.00	11%
Chamber Executive Magazine Rev	48,310.00	41,690.00	100,740.00	6,620.00	14%
Economic Development	3,250.00	3,750.00	3,750.00	(500.00)	(15%)
Executive Search	8,458.75	5,333.33	8,000.00	3,125.42	37%
Membership Revenue	1,140,818.50	1,166,666.67	1,750,000.00	(25,848.17)	(2%)
Metro Cities Revenue	28,182.00	32,425.00	58,225.00	(4,243.00)	(15%)
Misc Income	16,918.01	10,000.00	15,000.00	6,918.01	41%
National Corporate Sponsors Revenue	156,695.00	155,500.00	287,740.00	1,195.00	1%
Publications & Research Revenue	4,089.00	3,500.00	3,500.00	589.00	14%
Total ACCE Revenue from Operati	2,348,086.21	2,364,068.00	3,203,098.00	(15,981.79)	(1%)
Expense					
Admin (Operations, Occupancy, Governanc	366,325.20	396,766.67	595,150.00	(30,441.47)	(8%)
Admin Personnel Costs	258,797.47	351,776.44	603,045.32	(92,978.97)	(36%)
Annual Convention	936,060.16	853,151.60	853,151.60	82,908.56	9%
Awards/COY Expense	43,870.83	27,179.40	27,179.40	16,691.43	38%
Certifications Expense	21,312.63	17,334.47	26,001.70	3,978.16	19%
Chamber Education Expense	53,940.10	48,785.17	83,631.72	5,154.93	10%
Chamber Executive Magazine Expense	60,232.63	56,449.29	82,173.93	3,783.34	6%
Divisions Expense	7,572.04	5,322.29	7,983.43	2,249.75	30%
Economic Development	17,951.63	22,200.00	22,200.00	(4,248.37)	(24%)
Hero	72,898.07	57,844.36	86,766.54	15,053.71	21%
Membership Expense	313,457.41	326,500.62	489,750.93	(13,043.21)	(4%)
Metro Cities Expense	23,318.35	23,449.52	46,899.05	(131.17)	(1%)
National Corporate Sponsors Expense	111,094.11	132,024.63	198,036.94	(20,930.52)	(19%)
Public Policy	0.00	0.00	3,000.00	0.00	0%
Publications & Research Expense	11,067.13	11,333.33	17,000.00	(266.20)	(2%)
Web Expense	27,864.50	40,117.75	60,176.63	(12,253.25)	(44%)
Total ACCE Expense from Operati	2,325,762.26	2,370,235.53	3,202,147.19	(44,473.27)	(2%)
ACCE Net Income	22,323.95	(6,167.53)	950.81	28,491.48	128%
Total ACCE & Affiliates Revenue	4,027,234.45	2,505,787.50	6,013,890.00	1,521,446.95	38%
Total ACCE & Affiliates Expenses	3,990,965.08	2,473,979.00	5,937,549.59	1,516,986.08	38%
Total ACCE & Affiliates Net Income	36,269.37	31,808.50	76,340.41	4,460.87	12%

ACCE Finance Report

November 30, 2019 Financial Statements (8 months into the FY)

Balance Sheet

Our cash position is strong: more than \$2.4 million. “Due from related entities” is the amount owed to ACCE by FBI and ACCE Foundation for ordinary operational expenses and consulting. Please note that these amounts will be reduced in December due to quarterly payments between entities. ACCE consolidated net assets are standing at \$2.8 million.

Consolidated Statement of Activity

Membership – Membership revenue is slightly trailing budget and we will see a final year-end revenue that is below budget. This is due to two factors: the continued trend of flattened membership growth, and the loss of our long-time membership sales professional. While we have had the position covered with a contractor, the rate of retention and new member sales has not been as high as this time during previous years.

Admin Personnel Costs – Included in this line item are expenses related to employees’ PTO. This variance should be substantially lower in the January statements because all PTO associated with the December holidays is allocated and paid in January of 2020.

2019 Annual Convention – Registration revenue exceeded budget expectation, while exhibitor and sponsor revenue fell just short of budget. Even with a staff change in the development function, most sustaining sponsors and exhibitors remained engaged for 2019, and revenue for those line items was only off by \$2,217.

Advertising/Chamber Executive – We are projecting to be 20+% better than budget due to the move to a digital format and increased variety of advertising options including sponsored content and newsletter sponsorships. Between October and December of 2019, we were able to secure two independent ad campaigns (non-corporate sponsors) that were sponsorships of the ACCE Weekly Newsletter which generated \$25,000 in ad revenue.

Corporate Sponsors – Projecting to be better than budget driven by increased levels of investment and greater number of corporate sponsors. We developed a Strategic Partnership level priced at \$50,000 which attracted Facebook and one other pending firm, producing additional revenue and the potential for healthier long-term corporate support. In addition, we refreshed the marketing benefits associated with Gold and Silver sponsorship to focus on digital and social media engagement and more targeted outreach to specific titles and job functionality. A renewed commitment to “sponsor success” is improving renewals and attracting new partners.

Awards/COY Expense – Awards revenue will end the year close to budget. The increase in awards expenses to date came from additional labor costs associated with awards this year.

Current Budget Outlook – The 2019-10 fiscal budget was a tight budget due to the infrastructure investments made according to our strategic plan priorities. When looking at ACCE’s net income for year-to-date, compared with budget for year-to-date, we are approximately \$28k better than budget. The primary driver of the net income gap is less expenses in salaries for membership, national corporate sponsors and expenses associated with revamping the website. We anticipate that this trend will continue and therefore we will end the year better than the budgeted \$1k net figure. Overall revenue will likely be slightly below budget, primarily due to flattened membership growth.



***DRAFT – content may change based on approval from Finance and Executive Committees**

I. Purpose

The Investment Policy should allow for the accumulation and subsequent investment of funds to allow the Association to: a) sustain basic operations and core member services; b) sustain services during an economic downturn; c) maximize services relative to the investment by members; and d) cover unbudgeted and extraordinary expenditures brought about by unanticipated challenges or opportunities for emergency funding.

The objectives of this Investment Policy have been established in conjunction with a comprehensive review of current and projected financial requirements. The objectives are:

1. Preservation of Capital
2. Growth of Capital
3. To generate income as needed to fund operations.

II. Responsibilities

ACCE Board of Directors has the primary responsibility to establish the objectives of this policy and to designate others within the organization to carry out those objectives.

The Finance Committee is designated to act as the investment oversight committee and is responsible for recommending actions to either staff or the Board of Directors, including recommending the selection of an outside investment advisor/manager, and the periodic monitoring of performance in respect to the established policy.

The President and CEO and/or the Chief Financial Officer is responsible for the ongoing management of invested funds including acting as the primary contact with the investment advisor / manager, routine monitoring of the fund performance and periodic reporting to the Finance Committee.

A professional investment advisor(s)/ manager(s) shall be used to make specific investment recommendations and assist in managing the fund assets according to the stated objectives. Each investment manager should be a regulated bank, an insurance company, a mutual fund organization, or a registered investment adviser.

III. Investment Guidelines

Funding of Investment Accounts – Each year based on ACCE's prior years' performance, funds may be allocated to either the Short Term and/or Long-Term reserve. The placement of the funds will be determined by the President in conjunction with the Finance Committee and the Investment advisor.



Short Term Reserve Fund – the objective of the operating cash fund is to provide ready liquid assets to carry on the normal day-to-day operations of the association. Earnings from the investment of these funds are to be used in normal operations. Investments for operating cash will be cash or cash equivalents that are liquid and immediately accessible by management to meet the daily operating needs of the association. The Short-Term Reserve Fund will consist of checking accounts and a liquid interest-bearing money market account. Cash should be transferred as needed by management to maintain the average balance.

Disbursement Approval Process – Requests will be initiated by the President and CEO. Requests of less than \$20,000 will be subject to approval by ACCE’s CEO, Treasurer, and the Chair of the Board. Requests of \$20,000 or greater must be authorized by a vote of ACCE’s Executive Committee.

Payback Provision – Upon transferring the funds, a repayment schedule will be developed by ACCE’s CEO and the Chief Financial Officer and approved by the Finance Committee and the Executive Committee.

Long Term Operating Reserve – the objective of the long-term reserve fund is to emphasize total return – that is the aggregate return from capital appreciation and income. The purpose of the fund is to provide financial stability and cash flows to support the mission of the association. Investment earnings are expected to be re-invested. The fund is not intended to serve as a restricted endowment. The fund may be used, with the appropriate approvals, as indicated in the operating reserve policy. It is anticipated and recommended, however, that such opportunities are rare.

Investments for the long-term reserves should be diversified with both liquid and other securities to provide a total return while avoiding undue risk concentrations in any single asset class or investment category. The long-term reserve asset allocation ranges for the objective are to be set and reviewed annually by the Finance Committee.

Long-Term Operating Reserve holdings may be in the form of money markets, certificates of deposit, corporate or government bonds, mutual funds or ETFs (Exchange Traded Funds).

Additional requirements for the management of the portfolio (excluding those governmental in nature) are:

- Deposits in any one financial institution should not exceed 25% in the total of the cash and investments.
- Fixed amount of operating reserve to be designated annually by the Board of Directors.
- Insured investments should be no less than 50% of the Targeted Minimum Operating Reserve.



Disbursement Approval Process – requests for withdrawals from the long-term fund will be initiated by the Treasurer and Finance Committee, approved by the Executive Committee and authorized by a majority vote of the Board of Directors. Disbursements would be made for example: long-term capital improvements, merger/acquisitions, strategic investments, and recovery from economic crisis, and can be made from both income and principal.

Payback Provision – Upon transferring the funds, a repayment schedule will be developed by ACCE’s CEO and the Chief Financial Officer and approved by the Finance Committee and the Executive Committee.

IV. Accountability and Monitoring

A quarterly analysis of investments and earnings will be prepared by the CFO and presented to the Finance Committee. The Finance Committee will periodically review the allocations among investment types to ensure they are meeting the needs of the Association and following the guidelines detailed in this investment policy.

An investment manager shall provide performance evaluations to management annually and meet with the Finance Committee, at a time deemed appropriate by staff and the investment manager, to review fund performance and compliance with the policy.

V. Prohibited Transactions

The following are not permitted: short sales, transactions on margin, letter stock, equity investments other than mutual funds or exchanged traded funds (ETFs), private equities, hedge fund investments, unregistered or restricted stock, private placements, venture capital, below investment grade bonds, real estate and non-marketable securities.

It is ACCE’s intent not to invest in any funds that may discriminate against individuals based on race, color, national origin, age, religion, sex, sexual orientation, gender identity or expression, veteran status, disability or genetic information.

Professional Development & Convention

Crystal Moore, VP Professional Development & Convention

Annual Convention

2020: The planning for the annual event in Dallas has gotten off to a strong start. We will be testing additional learning formats for this convention, including shorter-form sessions (case studies, TED talks), master classes offering in-depth instruction, as well as traditional workshops, special sessions and keynotes. Responses to our convention call for presenters are due January 10.

ACCE staff is working closely with the Dallas Regional Chamber. We completed the first of two planning meetings in Dallas in October 2019.

Registration is set to open the first week of March and hotel reservations are available now on the ACCE website. We will have one hotel this year, the Omni Dallas. It is always advisable to make your hotel reservation as soon as possible. Reservations can always be changed or canceled.

Future Conventions: We have revamped our convention site selection process to make it a more rigorous and thorough system. The new site selection process takes into account criteria such as chamber host engagement and connections, ease of travel, hotel accommodation and cost, simplicity and accessibility of the facility, city and labor costs, concentration of members in the surrounding region, past performance of that market (if applicable), draw of the city, geographic representation, and overall chamber community impact. We are currently sourcing years 2021 and 2022. We will be discussing 2021 options during this board call.

CCE

We are continuing our efforts to ensure that the CCE process is consistent with the requirements for skilled, innovative, and forward-thinking chamber leaders. We are also improving marketing and communications, so that chamber leaders understand its unique value. New marketing efforts have included the December launch of the “I am a CCE” campaign in *Chamber Executive*, revised presentation materials, support for U.S. Chamber Institute faculty presenting on post-IOM credentials, additional personal outreach by Sheree Anne and other ACCE staff, and a well-attended fall webinar workshop featuring an updated presentation format. The 2020 class will begin the program in mid-January.

Content Strategy Team

We have completed our audit of professional education, samples, and resource guides and are assessing gaps in content. The initial round of new Resource Guides are close to approval, webinar content is under development, and the team has established standardized taxonomy. Our new technology platforms will offer different models for content delivery which will enhance learning, feature effective storytelling, and add easy access to curated knowledge resources that reflect ACCE's Body of Knowledge.

A new e-course on chamber foundations will be available in winter 2020, with additional e-courses planned for late 2020 and beyond. Existing educational content is being organized and loaded into our learning management system (LMS) and will be available when the new ACCE website is launched. Our webinars for winter and early spring include offerings on membership development, operations and finance; human resources; programs and events; economic development; education and talent; and diversity, equity, and inclusion.

Information Office

Info Office staff have been working on the new [Info Office landing page and access to knowledge resources](#) and closely with content developers to develop Resource Guides that will be accessible from this new page. Annual review and update of [Dynamic Chamber Benchmarking](#) has been completed and the 2019 survey will be released in conjunction with COY application announcements. The [AskACCE Team](#) continues to provide Q&A and in-depth research services to ACCE members and is leveraging metrics to improve services, disseminate resources, and to track and report trending questions.

IDEA Lab

The IDEA Lab [met through Zoom](#) on November 20 for presentations and discussion focused on transformational change. Three industry professionals showcased how they implemented the Horizon Initiative to stimulate systemic shifts and disruptive change at their chambers. Notes and the meeting recording are in the [IDEA Lab Library](#) and the ACCE team is creating a short-term task force of thought leaders around transformational change topics to help develop practical deliverables and professional development experiences.

Communications, Networks & Foundation Report

Alysia Bell, Vice President – Education Business Coalitions
Will Burns, Vice President – Communications & Networks

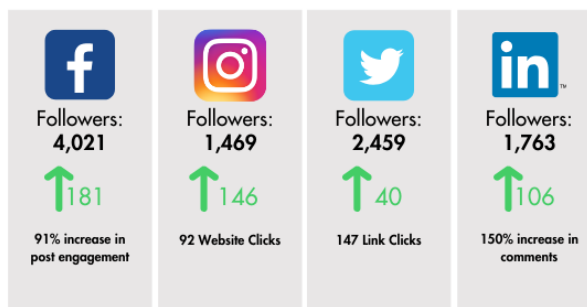
ACCE Communications

Chamber Executive: The Fall 2019 edition of Chamber Executive was ACCE's first [digital-only edition](#). The issue featured stories on attracting and serving missional investors and selling economic development projects to local stakeholders. Our *Ask the Pros* feature showcased leading government relations staff professionals. This issue also marked the launch of ACCE's digital advertising and sponsored content initiatives, part of our digital transformation strategy to support our business members and corporate sponsors.

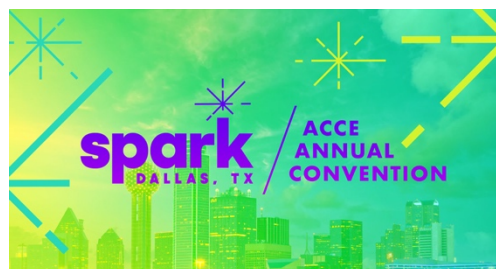


- **Winter 2020 issue** will launch mid-February and feature stories on creative chamber workspaces, innovative tips for building stronger teams, a Q&A with finance staff professionals, a CCE spotlight and more.

Social Media: Steady growth can be seen across all social networks. The spike in click rates can be attributed to content surrounding the launch of our online magazine. The adjacent graphic shows our growth since the last board report. Not following us yet? Find us @ACCEHQ on all platforms.



Numbers reflect changes from 10/5/19 - 1/7/20



Convention Marketing: ACCE will begin promoting the 2020 Convention this month. Here is a sneak peek at the convention theme. #ACCE20 in Dallas, Texas promises to spark innovative ideas and inspiration to empower chamber leaders to be catalysts for positive change in their communities.

Community Peer Groups

Metro Cities Council: The Metro Cities Council will meet in Indianapolis, Indiana on February 23-25. The meeting will focus on innovative education and workforce initiatives that are moving the needle. The program will feature national experts from Strada Education Network, Lumina Foundation and the Brookings Institution.

Major Cities Council: The Major Cities Council will meet in Huntsville, Alabama on January 26-28. The meeting will cover chamber innovation and best practices and will include multiple site visits and tours to demonstrate the impact of the Huntsville/Madison County Chamber's impressive economic development work. Visits include stops at the U.S. Space and Rocket Center, the FBI's Terrorist Explosive Device Analytical Center and the NASA Marshall Space Flight Center.

Emerging Cities Council: Emerging Cities Council continued its monthly roundtable calls. The most recent call focused on legislative engagement and DC fly-ins.

Hometown Chamber Council: The council continued its quarterly calls. The October 2019 call highlighted the innovative programs and activities that powered the Murray-Calloway County Chamber of Commerce to become 2019 Chamber of the Year.

Divisions

Communications & Marketing Division: Division members met during the convention to share best practices and discuss programming for the coming year.

Diversity, Equity & Inclusion Division: ACCE's DEI Division continues to hold monthly roundtable calls. Recent calls focused on LGBTQ inclusion, working with volunteer leadership and the Disability Equality Index. A more formal advisory board to guide the division's activities has been formed, and it held a planning call in November.

- A new quarterly division newsletter was launched in December.
- Several of the most advanced chambers in this space are also planning a March 2020 convening in Cincinnati to share best practices and discuss opportunities and challenges for chambers who lead regional inclusion efforts.

Economic & Community Development Division: The division advisory board has a call scheduled for January 30 to begin planning economic development programming and the site consultant program for the 2020 convention and other ACCE channels. We are currently planning bi-monthly roundtable calls for the division, with plans to expand ACCE's economic and community development activities in 2020.

Education & Talent Development Division:

- In the 2019-2020 ACCE fiscal year, we have completed grant work for Kresge Foundation (higher education ecosystems), Robert Wood Johnson Foundation (health and wellness), Alliance for Safety and Justice (smart justice), Business Leaders United (workforce development), Mott Foundation (STEM education), and New American Economy (immigration integration).
- The 6th cohort of the Fellowship for Education and Talent Development held a successful first meeting in Los Angeles in October. Monthly webinars and peer calls continue through the spring. The final in-person meeting will be held on May 5-6 in Gainesville, FL.
- The division continues to offer monthly virtual peer learning opportunities to reach more chamber professionals who are interested in workforce development topics. Recent topics included 2019 education policy trends and preparing for the future of work.
- The 2020 ETD Annual Meeting will be held in Oklahoma City from March 31 to April 1. This gathering of education and talent professionals and alumni of ETD programs provides an opportunity for chamber professionals to learn from likeminded peers working to solve complex education and workforce challenges in their communities. Key areas of discussion this year will include employer engagement, work-based learning and public policy priorities.
- ACCE staff and members participated in Business Leaders United's November Skills on the Hill DC Fly-in, part of the association's ongoing partnership with the National Skills Coalition. Nearly 100 business leaders and chamber representatives from across the country attended. Together, participants held 80 meetings with key lawmakers and staff to discuss education priorities including higher education funding, work-based learning, education equity, second chance Pell, and more.
- The latest peer call for chamber professionals working on criminal justice reform issues was held on December 5. More than 20 participants joined the call to share criminal justice reform priorities. Topics included second chance hiring, expungement, sentencing reform, occupational licensing, expanding educational opportunities and financial aid to those who are incarcerated and more.



- ACCE worked with an outside firm to create six case studies of chambers working on criminal justice reform to uplift best practices and showcase different approaches to the work:
 - [Indy Chamber](#)
 - [Jax Chamber](#)
 - [Greater Kansas City Chamber](#)
 - [Kentucky Chamber](#)
 - [Los Angeles Area Chamber](#)
 - [Salt Lake Chamber](#)

Events Division: The 2019 events training conference drew a record crowd of 72 chamber professionals. Graciously hosted by the Saratoga Springs County Chamber of Commerce in New York, the conference featured discussions focused on event trends and best practices, including using data to evaluate and improve your events, leveraging community events to grow your tourism economy, planning impactful intercity visits and more. Upcoming learning opportunities included webinars on large-scale community events and women in business events.



Government Relations Division: The division held its annual roundtable meeting in Little Rock, Arkansas on November 17-19. Thirty-two chamber government relations professionals participated to explore emerging issues and share best practices on policy engagement and political action. Monthly calls continue on the fourth Thursday of every month at 2 p.m. EST.



Finance and HR Division: ACCE is launching a new peer learning community for chamber professionals in the finance and human resource functions. The new division was sparked by a roundtable meeting during the Long Beach convention. Quarterly programming and peer learning opportunities will launch in early 2020.

Membership Development Division: Educational opportunities for membership professionals this winter will include a webinar on tiered investment structures, a roundtable on establishing membership goals and pace setting, and Part 1 of a new short form “coffee break” webinar series on recruiting and coaching outstanding chamber sales teams.

We are currently accepting applications for the 2020 sales mentorship program, in which experienced membership professionals are matched with newer peers for advice and coaching. Mentor/ mentee applications are due January 31.

Our [annual sales training conference](#) will be held on March 5-6 in Lexington, Kentucky and will include general sessions and workshops on chamber revenue and dues structures, selling membership through a political crisis, professional brand development for sales professionals, selling chamber mission, the use of data to drive chamber investment and engagement, and more.

Membership Report

Tamara Philbin, Chief Operating Officer

ACCE membership retention continues to hover around 90%, with our dues retention rate just above that figure, around 92%. While we budgeted for membership growth, our staffing shifts in the department are likely to cause us to end the year with flat membership growth.

While we had a contractor in this position since the fall, we are switching to a new contractor, Anissa Starnes, effective January 2020. Anissa has served as CEO of several chambers as well as the non-profit Girls on the Run, International. She currently serves as a consultant, professional speaker and trainer in the chamber and non-profit community. She will serve in this position until we fill the role permanently.

Our high-level Horizon Investors remain steady at 55 members and our All ACCEss Pass membership is similarly consistent at 31. In response to our Horizon Investor focus group held last year, we have revamped and reinvigorated member benefits. In order to better leverage their expertise as thought leaders, we will be highlighting the CEOs of Horizon Investors in our new online magazine. We will also be convening Horizon CEOs for a special summit on the Monday before the Dallas Convention. More details on that are coming soon, along with additional Horizon Investor benefits.

We would love your help spreading the word about all the exciting changes taking place at ACCE. If you have a relationship with a chamber that is not currently involved with us, please connect with Anissa – astarnes@acce.org or 703-998-3527.

ACCE REVENUE - New Members & Corporate Sponsors
Beth Bronder, VP Development & Partnerships
January 2020

Non-Dues Revenue Overview:

Strategic Partnerships: In December we onboarded ACCE's first Strategic Partner, Facebook. This level of engagement represents a \$50,000 investment and is semi-customized to deliver higher level benefits including market strategy support and CEO engagement. Facebook will leverage this partnership to support both their business development and community outreach goals.

Corporate Sponsorship: By year end we secured commitment from 6 of the 8 sponsors that had a January 1st renewal date: Insperity, Aventura, Accrisoft, Benefits Trust, US Chamber and CardConnect. Two gold sponsors did not renew due to limited business conversion (Vistage) and corporate restructuring (Market Street), however both remain positive advocates for ACCE and our work.

We now have a total of 15 corporate sponsorships (1 strategic partner, 8 gold and 6 silver) and 3 solid prospects. We are forecasting to exceed budget for the year.

Convention Sponsorship: The last quarter of 2019 was busy as we prepped and planned for the run-up to convention in spring of 2020.

A new and improved list of sponsorship packages will be finalized by January 15 for the Dallas convention. Working with Crystal and her team, we were able to design new and unique sponsorship opportunities that will also enhance the attendee experience (i.e. ACCE Engagement Lounge, Awards Night After Parties and Expo Floor Happy Hour). We already have a strong list of sponsor prospects and welcome any ideas you may have on additional potential partners.

Our first early-bird exhibitor registration enabled us to sell 10 booths before the end of December. In light of new exhibitor benefits, we increased our exhibitor fees by 12% for 2020. Later this month we will begin marketing to all past exhibitors as well as a solid list of news prospects. At the same time, I will be reaching out to the numerous Dallas area chambers with a promotional piece they can circulate to their members whose businesses might benefit from exhibiting at convention.

New Member Revenue Overview:

New member sales slowed down towards the end of 2019. We are increasing our membership development support in Q1 of 2020 in hopes of improving our new member acquisition numbers.

Fringe Benefits, Inc.
Robin Anderson, CCE, Chair
January 2020

The 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. We added a new level of complexity this year and are running the annual reviews on per-pay period basis for any organization that had a Plan Administrator change during 2019. We anticipate that while this is more time consuming, we expect the efforts will help correct any mistakes that create financial risk for their organization. In addition, Stacey continues the search on behalf of the Benefits Trust for an outside partner who can automate this per-pay period review of all contribution submissions on a real time basis for potential implementation in 2020.

The programming on the insurance billing system and enhancement procedures continues. We look forward to the continued improvements as we move into the implementation stage of the new ACCE database later this year.

Principal Pension BuilderSM became available effective January 1, 2020 and the team has responded to several inquiries and interested participants.

FBI staff continues to follow the latest developments on the retirement plan regulations and research all avenues of opportunity. We will remain diligent in our efforts to finding solutions to assist you with the retirement and insurance needs of your staff.

BREAKING NEWS: After 3+ years of anticipation on the eagerly awaited, bipartisan SECURE Act... Congress finally approved it and the legislation was signed on December 20, 2019. The passing of this legislation represents the most comprehensive changes to retirement regulations since the Pension Protection Act of 2006. It will take us some time to digest and delve into the details to see how these changes may provide new opportunities for FBI. We look forward to sharing continued updates with you as more information becomes available.

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	July '19	Greater Washington Board of Trade	Washington, DC	Guest speaker at regional chambers dinner
Will Burns	Aug. '19	AARP Business Roundtable	Washington, DC	Share activities and explore partnerships with AARP and other national orgs
Sheree Anne Kelly	Sept. '19	World Chambers Federation	Moscow	Executive Committee & General Council meetings
Sheree Anne Kelly	Sept. '19	Greater Bethesda Chamber	Silver Spring, MD	Speaker at board planning retreat
Sheree Anne Kelly	Sept. '19	USCoC	Washington, DC	Committee of 100 meeting
Sheree Anne Kelly	Sept. '19	Greater Washington Board of Trade	Washington, DC	Interviewed for their monthly blog
Sheree Anne Kelly	Sept. '19	Washington Chamber Execs	Anacortes, WA	Keynote and breakout speaker – Horizon Initiative/trends; strategic planning workshop
Alysia Bell	Sept. '19	Virtual STEM Summit	Webinar hosted by ACCE Foundation funders	Co-led session: "The Power of Partnerships - Engaging Local Chambers of Commerce and Business Community"
Will Burns	Sept. '19	Birmingham Business Alliance	Washington, DC	Attended BBA's federal policy briefing with city leadership and other national partners
Alysia Bell Will Burns	Sept. '19	National League of Cities	Washington, DC	Discuss partnership opportunities around education and talent initiatives
Amy Shields	Sept. '19	USCoC	Washington, DC	Attended USCoC's Civics Forward event
Beth Bronder	Sept. '19	CBICC	State College, PA	Meeting with CEO and staff
Beth Bronder	Sept. '19	PA Chamber	State College, PA	Tailgate with CEO, staff and sponsors
Beth Bronder	Oct. '19	Coca-Cola Community Engagement Summit	Atlanta, GA	Full day program for community partners

ACCE Staffer	Date	Event	Location	Description
Alysia Bell Will Burns David Velazquez	Oct. '19	Chan Zuckerberg Initiative	San Francisco, CA	Kickoff meeting with new funder and national partner
Will Burns	Oct. '19	San Francisco Chamber	San Francisco, CA	Meet with new chamber CEO
Sheree Anne Kelly	Oct. '19	ASAE	Washington, DC	Interviewed for article in October magazine
Sheree Anne Kelly	Oct. '19	The Association 100	Washington, DC	CEO interview for November issue
Sheree Anne Kelly	Oct. '19	Carolina Chamber Execs	Myrtle Beach, SC	Keynote speaker
Sheree Anne Kelly	Oct. '19	Greater Washington Hispanic Chamber	Washington, DC	Meeting with CEO
Sheree Anne Kelly	Oct. '19	Independent Sector	Washington, DC	Lunch with CEO to discuss possible collaboration
Will Burns Sarah Amoyaw	Oct. '19	Skills in the States Forum	Atlanta, GA	National Skills Coalition event with several chamber partners. Presentation on ACCE's talent initiatives.
Will Burns	Oct. '19	Partnership Gwinnett	Duluth, GA	Meeting with CEO and staff
Sheree Anne Kelly Beth Bronder	Nov. '19	Facebook Launch meeting/workshop	Washington DC	Met with FB Community Relations team to assist with chamber market strategy
Sheree Anne Kelly	Nov. '19	IL Assoc. of Chamber Execs	Champaign, IL	Keynote speaker and break-out session
Sheree Anne Kelly	Nov. '19	PRSA Connecticut Chapter	Hamden, CT	Keynote speaker
Sheree Anne Kelly	Nov. '19	CT metro & regional chambers	Hartford, CT	Lunch with metro CEOs; presented to regional CEOs
Sheree Anne Kelly	Nov. '19	NACo	Washington DC	Meeting with CEO about potential collaboration
Sheree Anne Kelly	Nov. '19	Americans for the Arts	Alexandria, VA	Met with staff about partnership opportunities
Beth Bronder	Nov. '19	Chamber Fam Trip to Athens, Greece	Athens, GR	Visited the Athens Chamber of Commerce & Industry
Amy Shields	Nov. '19	National Skills Coalition business and chamber DC fly-in	Washington DC	Business Leaders United on the Hill
Sheree Anne Kelly	Dec. '19	Greater Yakima Chamber (WA)	Via Zoom	Strategic planning session for board of directors

Do you know of events at which our team should speak? Conferences worth attending? Let us know. We love getting out of the office. Tell Sheree Anne – skelly@acce.org.