

# Board of Directors Meeting

October 29, 2019  
Alexandria, Virginia



ASSOCIATION OF  
CHAMBER OF COMMERCE  
EXECUTIVES

# **Board of Directors Briefing Book**

## **October 29, 2019**

### **Contents**

- Agenda
- Minutes from July 14, 2019 Meeting
- President's Report
- Finance & Revenue Reports
- Membership Report
- Development Report
- Communications, Networks and Foundation Update
- Professional Development and Convention
- Fringe Benefits, Inc.
- ACCE External Affairs Engagement Calendar
- 2020 Governance Meeting Calendar

**Spring 2020 Board Meeting  
Omaha, Nebraska  
March 24-25**

Tuesday, March 24

Afternoon meetings:  
Finance Committee  
Executive Committee  
Greater Omaha Chamber

Board Dinner  
6:00 pm  
(venue TBD)

Wednesday, March 25

Board Meeting  
Gallup University Campus  
8:30 am – 2:30 pm



# ACCE Board of Directors Meeting

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

Hilton Alexandria Old Town  
Alexandria, Virginia

## AGENDA

- 8:30 a.m. Welcome and Introductions**
- 8:45 Governance**
- Review and Approve Minutes – July 14, 2019 Meeting
  - President’s Report
    - State of ACCE
    - Strategic Plan Update
  - Treasurer’s Report
    - Financial Report
    - Investment Strategy Update
    - Audit Report
  - Bylaws
- Convention**
- 2019 Recap
  - 2020
  - 2021 and 2022
- Spring Board Meeting**
- ACCE Foundation Update**
- FBI Governance – Annual Stockholders Meeting**
- 9:45 David Brown, Catalytic Leadership of Chambers**
- 10:15 Break**
- 10:30 Christopher Graves**  
**President & Founder, Ogilvy Center for Behavioral Science**  
**Global CEO & Chair (emeritus), Ogilvy Public Relations**
- 12:00 Lunch**
- 12:30 New Workforce and Talent Initiatives**  
Dottie Gallagher, Buffalo Niagara Partnership  
Waymond Jackson, Birmingham Business Alliance  
Todd Sanders, Greater Phoenix Chamber
- 2:00 Adjourn**

# ACCE Board of Directors Meeting

July 14, 2019 | 2:30 p.m. PDT

Hyatt Regency  
Long Beach, California

## MINUTES

Present: Dave Adkisson, Nicki Anderson, Robin Anderson, Sara Armstrong, Steve Baas, Rick Baker, Matthew Ballard, Alisha Benson, Carl Blackstone, Candace Boothby, Beth Bowman, David Brown, Jay Byers, Adrian Cain, Lucia Cape, Chip Cherry, Jay Chesshir, Kit Cramer, Greg Durocher, Natalie English, Tiffany Esposito, Kelly Fanelli, Angela Farley, Mark Fisher, Shannon Full, Christy Gillenwater, Tim Giuliani, Randy Gordon, Wendy Gramza, Brian Hall, Kelly Hall, Cecilia Harry, Theresa Harvey, RaDonna Hessel, Michael Huber, Jeff Hunt, Waymond Jackson, Kris Johnson, Nancy Keefer, Megan Lucas, Kelle Marsalis, Leonardo McClarty, Matt McCormick, Sherry Menor-McNamara, Maria Nieves, Vincent Orange, Carlos Phillips, David Prunte, Brittany Quick-Warner, Joe Reardon, Pamela Ridler, Janet Riopel, Jim Rooney, Christine Ross, Courtney Ross, David Rumbarger, Bill Sisson, Vern Squier, Bryan Starr, Katerina Taylor, Sherry Taylor, Tony Vedda, Heidi Walker, Roy Williams, Sandra Wilson, Heidi Walker and Gilbert Zavala

Excused: Heather Briccetti, Adrienne Cole, Chris Clark, Dottie Gallagher, Chip Hallock, Robert Harvey, Adam Knapp, Michel Leblanc, Adam Marshall, Tom Pierson, Jeff Rea, Bob Rohrlack, Todd Sanders and Dale Steenbergen

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

Chair Nancy Keefer called the meeting to order and welcomed the group. Introductions followed.

### Minutes

Keefer asked directors to review the minutes from the April 16, 2019 meeting in Daytona Beach. No changes were made. A motion to accept the minutes was made by Tony Vedda and seconded by Kelly Hall. *Motion carried.*

### Chairman's Report

Keefer took a few minutes to share her thoughts and insights and reviewed the many accomplishments of the past year. She noted her enthusiasm for the year ahead under a strong executive committee and board.

### CEO Update

Sheree Anne Kelly provided an update on ACCE's new strategic plan and outlined the progress to date on many of its components.

### Convention Update

Host Randy Gordon welcomed the board to Long Beach and outlined key events and places to see. Tamara Philbin reviewed Convention logistics. 2020 host Angela Farley of the Dallas Regional Chamber introduced herself and talked about what to expect next year.

### Governance

Keefer called on Nominating Committee Chair Jay Chesshir for an update. Chesshir thanked the Nominating Committee members present and noted that the new nominations process went very well. He reminded the board of our goal to incorporate DEI into all that we do. He noted that several incoming directors were able to self-nominate using the new governance interest application which has proven to be a successful vehicle for our members to utilize. The committee did an excellent job of vetting candidates to submit to the membership for a vote. The ballot response was very good, resulting in no nays on the slate. There are 22

new directors joining the board, many of whom are here today. We will acknowledge and thank 16 directors rolling off the board this year.

Chesshir moved on to the Officers Nominating Committee, reviewing the make-up of the committee and thanking the members for their time and service. He noted that it selected a strong slate for the coming year. Chesshir then presented the slate and asked for a motion to approve. RaDonna Hessel made a motion which was seconded by Matt McCormick. There were no nays. *Passed.*

CEO Kelly discussed the newly structured nominations process and governance interest application, and the positive feedback received from candidates and Nominating Committee members. Overall, this has been a very successful change and has enabled us to cast a wider net for those willing to serve.

Matt McCormick presented the new CCE Commissioners and the 2019 class of CCEs. He made a motion to approve the commissioners and candidates; seconded by Jim Rooney. *Passed.*

#### Treasurer's Report

Treasurer Leonardo McClarty presented the year-end financial report through March 31, 2019. He stated that ACCE's cash position is strong, with consolidated net assets at \$2.77 million. The 2018 Convention revenue was slightly higher than budget, even with 20% fewer registrants than the prior year. The foundation was staffed at full capacity but experienced a slight drop in revenue and correlating expenses due to the lapse of two funding sources. McClarty reviewed line items and ended by noting that net income is significantly better than budget, along with positive income streams for both FBI and the ACCE Foundation. Jeff Hunt made a motion to approve the financial report, which was seconded by Tony Vedda. *Passed.*

McClarty reviewed the finance report through May 31, 2019, stating that ACCE's cash position is strong with over \$2.6 million. Total net assets are \$2.8 million. He answered questions and asked for a motion to approve the finance report. A motion was made by Christine Ross and seconded by Rick Baker. *Passed.*

#### Committee Updates

Committee chairs shared the latest information in the following areas:

- IDEA Lab – Pam Ridler and Christine Ross
- Engaging the Public Sector Task Force – Chip Cherry

#### ACCE Foundation

Outgoing Chair Dave Adkisson provided an update and noted Roy Williams will be the heading up the foundation board.

#### Recognition of Outgoing Directors

Chair Keefer recognized and thanked each outgoing director for his/her time and service.

Keefer made closing comments.

*Meeting adjourned.*

## President's Report October 2019

Sheree Anne Kelly

### Financial Picture

We ended the last fiscal year in strong financial shape, with our highest net income in ACCE's history, the largest membership revenue ever, strong cash position and a strategic plan leading the association through the next three years.

This is a major investment year for us, where infrastructure changes are being made to better serve our members. We were able to budget for these investments without capital campaigns or dipping into reserve funding. With that, it's a tight budget year.

As you'll see in the finance report, while convention performed solidly on revenue, there were budgeting errors and unanticipated expenses that caused a significant gap in convention net income. Our team has taken accountability for that and already made expense adjustments for the remainder of the year, detailed in the finance report, to mitigate the impact on ACCE's bottom line. Per our projections (see finance report) we anticipate that ACCE will end this fiscal year extremely close to our projected budget. We will continue to manage expenses closely and push for increased revenue. We have also taken steps (see finance report) to ensure that we will avoid similar issues for future convention years.

Investments made this year are designed to improve member experience, attract new members and partners, reduce staff time on administrative functions and therefore redirect efforts to member service and revenue growth. We budgeted this year with a conservative revenue growth trajectory, and anticipate even more focus on revenue generation next year.

Per our strategic plan, we're diversifying revenue streams and focusing on growing non-dues revenue. Our projection (see finance and development reports) is that we will exceed budgeted revenue for the year in corporate sponsorships. The team is also creating new content for sale, and promoting fee-based consulting services for members. Additionally, we significantly grew reserve funding through a large contribution made at the end of last fiscal year.

### Bylaws

While our strategic plan may shift over time, giving directional priority, our bylaws serve as our foundation for operation.

Over time we noticed inconsistencies in various articles of our bylaws such as conflicting requirements, typos and errors, as well as vague or missing language that left our organization with vulnerability gaps. You will find the track changes version of our bylaws on the boardsite, to reference if you'd like to see each change that was made. We will have a very brief bylaws discussion at the board meeting, and here are highlights of the most significant changes:

- Article 2, Section 2: Eliminating our membership committee and moving to approval of new members by the board via consent calendar. We've increased the required documentation to

ensure only legitimate organizations join. Likewise, questionable applicants can be brought to an ad-hoc board advisory group.

- Article 2, Section 5: Previous language on expelling a member left our organization vulnerable. New language calls for confidentiality protocols, procedures, creation of an ethics committee, and an appeals process.
- Article 3, Section 4: For full membership meetings, the previous quorum (30 individuals) meant that a very small number of members could affect major change or call un-planned meetings. As such, we increased the quorum to a percentage of total members (as our membership fluctuates) and set it at 5%. This quorum is then also applied to section 8 regarding action of members without a meeting.
- Article 4, Section 9: Similar protocols and procedures outlined for expelling a member were applied to a scenario where a board member is considered for removal.

Thank you to our bylaws subcommittee chaired by Carlos Phillips, with support from members Chip Cherry and Christy Gillenwater for their time and thoughtful feedback.

## **Strategic Plan Update**

ACCE hosted a staff retreat in early October where divisions gave updates on strategic plan progress and had thoughtful discussions about challenges and opportunities. I'm pleased to report that substantial progress has been made on about 65% of our plan priorities in less than one year of implementation. The database conversion is slated to be complete in Q1 of 2020, as is our new learning management system. Chamber Executive magazine will be in its new, all-digital format for the 2019 Q4 edition. Here are just some highlights of progress by segment:

### Center of Excellence

- Expanded staff expertise with new hires; resulted in stronger content and programs
- Streamlined samples and online resources
- Modernized curriculum and efforts to elevate CCE profile
- Horizon 2.0 work: more resources on government impacts and new content creation
- FBI process improvements and investigation of new benefit options
- IDEA Lab creation for trend spotting

### Chamber Stories

- Overhaul of communication channels (magazine, website) to be more story-based
- Sharing chamber stories with external audiences via interviews and presentations
- Improved social media reach

### Community Advocacy

- Sharing more Horizon-based, transformational and catalytic content
- Increased training and resources on workforce/talent, inclusion, etc.
- New government relations toolkit and taskforce priorities

### Organizational Excellence

- Surveyed members, non-members and board
- Database conversion to reduce administrative work and leverage analytics
- Cross-functional team work across all departments
- Boosting non-dues revenue with new VP and plan
- Foundation strategic plan better aligns with ACCE; more intentionality
- Prioritized HR function; hired HR consultant to assist

### DEI

- Implemented a new board interest form and nomination process to cast a wider net
- DEI division now has an advisory committee to assist our efforts
- DEI lens used for speakers, member resources and program content
- Ongoing outreach to national and local affinity chambers

### Power in Numbers/Connectivity

- Building peer idea-sharing platforms to be launched early 2020
- Plans formalizing to grow select member segments, develop a stronger prospect list and improve non-member communications
- Optimized tech interface for members

### **Partnerships**

We continue to reach out to chamber and non-chamber potential partners. We've built a partnership with National League of Cities where we work together on grants and share speaking opportunities. We continue dialogue with Western Association of Chamber Executives (WACE). We hosted their advocacy event at our 2019 convention. At their annual program in 2020, WACE will mention that CCE can be a next step after completing their certification program.

Other conversations around partnerships have happened with World Chambers Federation, Americans for the Arts, Independent Sector, U.S. Chamber of Commerce, National Black Chamber, U.S. Hispanic Chamber, National LGBT Chamber and IEDC. Upcoming conversations are planned with National Association of Counties and US Black Chambers Inc.

# ACCE Finance Report

## August 31, 2019 Financial Statements (5 months into the FY)

### **Balance Sheet**

Our cash position is strong: more than \$1.8 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 were reduced in September due to quarterly payments between entities. ACCE consolidated net assets are standing at \$2.67 million.

### **Consolidated Statement of Activity**

**Current Budget Outlook** - ACCE ended the 2018-19 fiscal year in a very strong position. We experienced ACCE’s largest ever net income, as well as the largest membership revenue in the association’s history. The 2019-20 budget was built with major infrastructure investments to support our members and our strategic plan priorities. While the team was able to budget without any capital campaigns or reserve investments, it means that this year’s budget is extremely tight. As such, we want to make sure we share as much detail about our budget lines as possible to explain both the organization’s current position, and projections for the rest of the year.

When looking at ACCE’s net income for year-to-date, compared with budget for year-to-date, we are approximately \$100,000 off from budget. The primary driver of the net income gap is expenses from the convention. Detailed overviews of the convention, steps already taken to mitigate the impact on our budget, overviews on other key line items, and a year-end projection are noted below.

**2019 Annual Convention** - Registration revenue exceeded budget expectation, while exhibitor and sponsor revenue fell just short of budget. We had a handful of vendors note that travel and the overall cost of California was too expensive to attend. Even with a staff change in this function, most sustaining sponsors and exhibitors remained engaged for 2019, and overall revenue was only off by \$2,217.

California continues to be an unpredictable destination when forecasting expenses due to unionized labor. An increase in expenses was budgeted, but budgeting did not accurately reflect the vast increase in labor costs we faced in Long Beach. Additionally, there were several onsite facility staffing costs that the team was unaware of in advance. As our attendance numbers increased during the final week prior to convention, this caused a significant increase in food and required accompanying labor costs, both of which were unbudgeted and unanticipated.

While many expense lines were underbudget including salary allocation, consulting fees, printing/postage and speaker fees, they did not make up for the increase in onsite expenses.

**How Convention Expenses Have Been Addressed** - The team proactively and immediately implemented budget cuts for the remainder of this fiscal year that fully address the gap in convention budget vs. actuals. While this was a tight budget, the staff was able to find savings primarily by gapping two open staff positions short-term with contract support, as well as cost savings found in travel and administrative expenses. Departments are continuing to push for increased revenue across all line items as well. Budget cuts of \$90,000 were made, while the net shortfall for the convention was \$79,000 leaving a little more than \$10,000 of expense savings above and beyond the convention’s impact.

**Planning for 2020 and Beyond** - Staff has already adjusted planning and budgeting for future conventions to avoid similar fiscal issues. We've set controls to include more accurate budgeting and forecasting, gathering more research on service charges for each locality including right-to-work state insight on unionized labor costs, and a more thorough analysis of holistic city costs. We will also spend more time with our contract logistics company to more tightly budget for, and then manage vendors and contractors.

Proposals for future convention locations will be accompanied by a staff-created full financial analysis taking into consideration not only right to work cities with increased labor costs, but also clear and detailed financial impact requirements from the host chamber.

**Corporate Sponsorship Revenue** – The variance between budget and actual is due to timing. We anticipated new sponsorships coming in earlier in the fiscal year, but both new and some renewed contracts had slight delays. Per the Development Board Report in your board book, we have a very strong sponsorship pipeline, with projected revenue September – March at ~\$70,000 in new sponsorships, many of which were forecasted to happen April - June. For example, we have new corporate sponsorships from Facebook (\$50,000), Collette (\$30,000) and Geico (\$15,000) that all arrived in early October and aren't recognized in the August figures. All of our targets will be hit, we'll just see more money coming in from October through March.

With the rest of our sponsor renewals and at least one more new corporate sponsor pending we project ending the year \$22,000 above budget on this line item.

**Membership** – Membership revenue is slightly below budget. With our unexpected staffing issues in this area, we are likely to see a final year-end revenue that is below budget, following more of a trend of flattened membership growth. We currently have a mix of contract support and in-house staff working on membership as we determine what's the best long-term strategy for staffing. We will continue to promote membership, and we've had no gaps in covering the function.

Membership expenses are slightly up due to additional staff labor hours supporting the function both for membership-specific projects such as database conversion work, as well as spring and summer staff coverage while our membership development officer was not at full capacity. These labor hours would've been allocated to other line items, so it's a net neutral change in total budget.

We anticipate ending the year approximately at the same level as our actuals from last fiscal year.

**Metro Cities Revenue** - ACCE's Metro Cities Council met in Greenville, South Carolina in May. Our current revenue line item is lower than budget due to lower than expected attendance at that event. At one point we had 11 more confirmed attendees than the final registration number. A large influx of last-minute cancellations caused our final attendance to be lower. Increased costs occurred due to hotel attrition.

As a result of the attendance issue with our first Metro Cities meeting of the year, we have changed our business model regarding event costs, hotel guarantees, marketing and our cancellation policy.

Our projection for the three remaining programs slated in this line item is that their combined revenue should have us end the year very close to budget. Overall expenses for the year in this line item are projected to be under budget.

**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.

**FBI & Foundation** – As a reminder, both FBI and ACCE Foundation have their own boards which oversee budgets and other governance needs. FBI's financials are in line with budget. The foundation experiences fluctuations in both revenue and expenses based on timing when grants are received, as well as accounting for expenses when work is conducted on behalf of the grants.

**End of Year Financial Projections** – Based on the proactive adjustments made to expenses in order to offset the gap from convention, we anticipate ending the year extremely close to our budget on both revenue and expenses.

	Aug 19 YTD Actuals	Aug 19 YTD Budget	2019-20 Annual Budget	2019-20 Projected Year-End
<b>ACCE Revenue</b>				
Annual Convention	\$893,776	\$895,993	\$895,993	\$893,777
Awards/COY	\$16,450	\$21,250	\$21,250	\$20,450
Certification	\$4,555	\$4,800	\$12,000	\$12,000
Chamber Education	0	0	\$46,900	\$46,900
Ch Exec Magazine	\$21,835	\$25,185	\$100,740	\$102,440
Economic Dev.	\$3,250	\$3,750	\$3,750	\$3,250
Executive Search	\$4,808	\$3,333	\$8,000	\$8,000
Membership	\$723,847	\$729,166	\$1,750,000	\$1,739,000
Metro Cities	\$8,232	\$14,556	\$58,225	\$55,000
Misc. Income	\$12,313	\$6,250	\$15,000	\$18,000
Nat'l Corp Sponsors	\$35,165	\$89,760	\$287,740	\$309,740
Pubs & Research	\$2,052	\$3,000	\$3,500	\$3,500
<b>Total ACCE Revenue</b>	<b>\$1,726,285</b>	<b>\$1,797,044</b>	<b>\$3,203,098</b>	<b>\$3,212,057</b>
<b>ACCE Expense</b>				
Admin (O, O, G)	\$193,633	\$198,383	\$595,150	\$561,350
Admin Personnel	\$166,028	\$201,015	\$603,045	\$566,045
Annual Convention	\$930,274	\$853,151	\$853,151	\$930,274
Awards/COY	\$44,756	\$27,179	\$27,179	\$48,756
Certifications	\$15,715	\$13,000	\$26,001	\$28,001
Chamber Education	\$24,148	\$34,846	\$83,631	\$83,631
Ch Exec Magazine	\$41,829	\$41,086	\$82,173	\$82,173
Divisions	\$5,304	\$3,326	\$7,983	\$10,500
Economic Dev.	\$17,951	\$22,200	\$22,200	\$17,951
HERO	\$42,898	\$36,152	\$86,766	\$99,000
Membership	\$208,583	\$204,062	\$489,750	\$472,750
Metro Cities	\$16,756	\$11,724	\$46,899	\$45,000
Nat'l Corp Sponsors	\$61,988	\$82,515	\$198,036	\$190,036
Public Policy	0	0	\$3,000	\$0
Pubs & Research	\$6,767	\$7,083	\$17,000	\$17,000
Web Expense	\$16,296	\$25,073	\$60,176	\$58,176
<b>TOTAL ACCE Expense</b>	<b>\$1,792,934</b>	<b>\$1,760,802</b>	<b>\$3,202,147</b>	<b>\$3,210,644</b>
<b>ACCE Net Income</b>	<b>(\$66,648)</b>	<b>\$36,241</b>	<b>\$950</b>	<b>\$1,413</b>

Association of Chamber of Commerce Executives  
Consolidated Projects  
For the Five Months Ending August 31, 2019

JC-09CONSBS  
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	1,255,442.38	\$394,799.08	\$212,824.12		\$1,863,065.58
Investments	486,908.81	\$0.00	\$0.00		\$486,908.81
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)	70,231.62	\$138,580.67	\$0.00		\$208,812.29
Accounts Receivable - Trust	0.00	\$260,771.92	\$0.00		\$260,771.92
Grant Receivable	0.00	\$0.00	\$89,557.18		\$89,557.18
Due from Related Entities	474,251.47	\$0.00	\$0.00	(474,251.47)	\$0.00
Prepaid Expenses	65,847.62	\$19,213.28	\$0.00		\$85,060.90
Prepaid Expenses - Convention	12,342.00	\$0.00	\$0.00		\$12,342.00
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	121,840.55	\$27,501.80	\$0.00		\$149,342.35
<b>TOTAL ASSETS</b>	<b>\$3,087,033.68</b>	<b>\$841,841.75</b>	<b>\$302,381.30</b>	<b>(\$474,251.47)</b>	<b>\$3,757,005.26</b>
LIABILITIES					
Accounts Payable & Accrued Expenses	70,017.15	\$0.00	\$21,000.00		\$91,017.15
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	\$326,507.31	\$147,744.16	(474,251.47)	\$0.00
Deferred Dues	604,689.67	\$0.00	\$0.00		\$604,689.67
Deferred Other	36,908.00	\$3,396.55	\$83,718.28		\$124,022.83
Deferred Rent	137,784.00	\$0.00	\$0.00		\$137,784.00
Deferred Convention	0.00	\$0.00	\$0.00		\$0.00
Capital Lease Obligations	40,817.00	\$0.00	\$0.00		\$40,817.00
<b>TOTAL LIABILITIES</b>	<b>\$975,693.35</b>	<b>\$330,166.64</b>	<b>\$252,462.44</b>	<b>(\$474,251.47)</b>	<b>\$1,084,070.96</b>
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	(66,648.79)	\$8,296.54	(\$47,919.42)		(\$106,271.67)
<b>TOTAL NET ASSETS</b>	<b>\$2,111,340.33</b>	<b>\$511,675.11</b>	<b>\$49,918.86</b>	<b>\$0.00</b>	<b>\$2,672,934.30</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,087,033.68</b>	<b>\$841,841.75</b>	<b>\$302,381.30</b>	<b>(\$474,251.47)</b>	<b>\$3,757,005.26</b>
	0.00		0.00		

0.00

Association of Chamber of Commerce Executives  
Consolidated Statement of Activity  
For the Year to Date Period Ending August 31, 2019

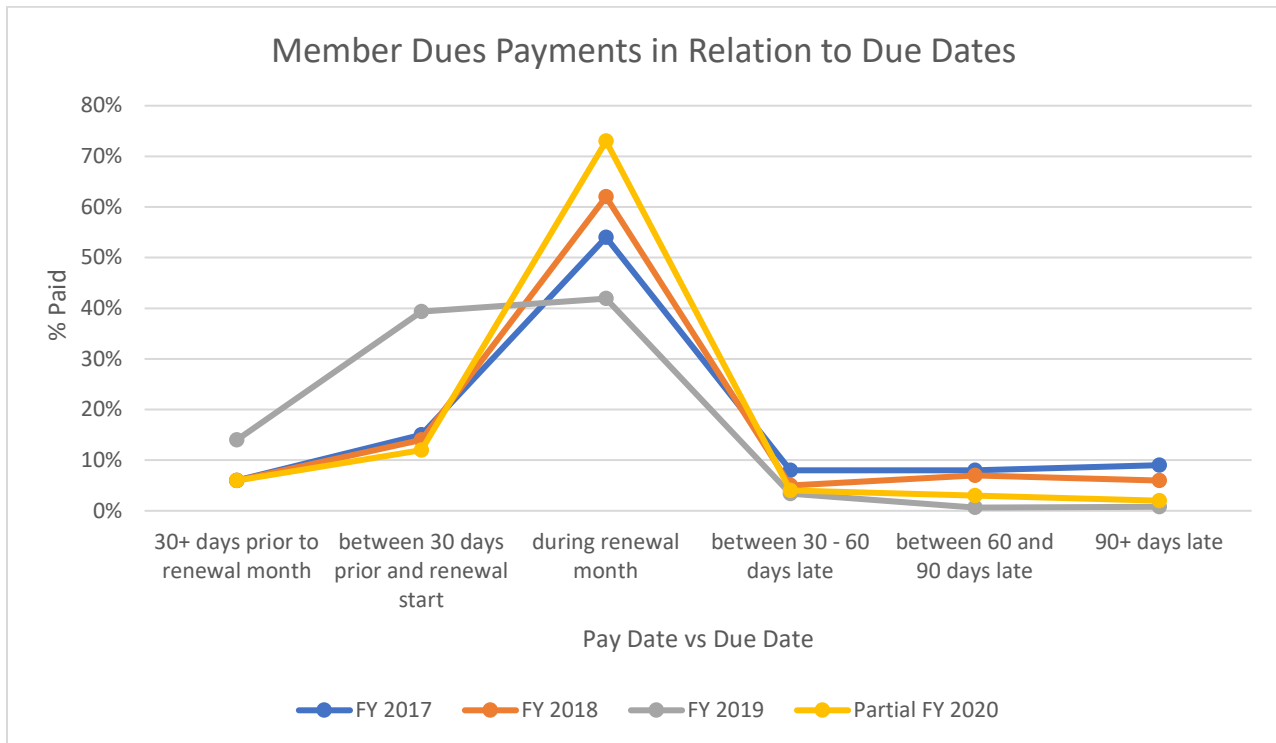
	August 19 YTD ACTUAL	August 19 YTD Budget	2019-20 Annual Budget	August 19 Actual vs. Budget YTD \$\$ Variance	August 19 Actual vs. Budget YTD % Variance
<b>FBI</b>					
Total FBI Revenue	453,971.48	449,583.33	1,079,000.00	4,388.15	1%
Total FBI Expense	445,674.94	449,276.42	1,078,263.40	(3,601.48)	(1%)
<b>FBI Net Income</b>	<b>8,296.54</b>	<b>306.92</b>	<b>736.60</b>	<b>7,989.62</b>	<b>96%</b>
<b>Foundation</b>					
Total Revenue	518,891.00	721,580.00	1,731,792.00	(202,689.00)	(39%)
Total Expense	566,810.00	690,474.58	1,657,139.00	(123,664.58)	(22%)
<b>Foundation Net Income</b>	<b>(47,919.00)</b>	<b>31,105.42</b>	<b>74,653.00</b>	<b>(79,024.42)</b>	<b>165%</b>
<b>ACCE</b>					
<b>Revenue</b>					
Annual Convention	893,776.95	895,993.00	895,993.00	(2,216.05)	(0%)
Awards/COY Revenue	16,450.00	21,250.00	21,250.00	(4,800.00)	(29%)
Certification	4,555.00	4,800.00	12,000.00	(245.00)	(5%)
Chamber Education	0.00	0.00	46,900.00	0.00	0%
Chamber Executive Magazine Rev	21,835.00	25,185.00	100,740.00	(3,350.00)	(15%)
Economic Development	3,250.00	3,750.00	3,750.00	(500.00)	(15%)
Executive Search	4,808.91	3,333.33	8,000.00	1,475.58	31%
Membership Revenue	723,847.82	729,166.67	1,750,000.00	(5,318.85)	(1%)
Metro Cities Revenue	8,232.00	14,556.25	58,225.00	(6,324.25)	(77%)
Misc Income	12,313.18	6,250.00	15,000.00	6,063.18	49%
National Corporate Sponsors Revenue	35,165.00	89,760.00	287,740.00	(54,595.00)	(155%)
Publications & Research Revenue	2,052.00	3,000.00	3,500.00	(948.00)	(46%)
<b>Total ACCE Revenue from Operations</b>	<b>1,726,285.86</b>	<b>1,797,044.25</b>	<b>3,203,098.00</b>	<b>(70,758.39)</b>	<b>(4%)</b>
<b>Expense</b>					
Admin (Operations, Occupancy, Governance)	193,633.47	198,383.33	595,150.00	(4,749.86)	(2%)
Admin Personnel Costs	166,028.67	201,015.11	603,045.32	(34,986.44)	(21%)
Annual Convention	930,274.45	853,151.60	853,151.60	77,122.85	8%
Awards/COY Expense	44,756.61	27,179.40	27,179.40	17,577.21	39%
Certifications Expense	15,715.86	13,000.85	26,001.70	2,715.01	17%
Chamber Education Expense	24,148.61	34,846.55	83,631.72	(10,697.94)	(44%)
Chamber Executive Magazine Expense	41,829.02	41,086.97	82,173.93	742.06	2%
Divisions Expense	5,304.06	3,326.43	7,983.43	1,977.63	37%
Economic Development	17,951.63	22,200.00	22,200.00	(4,248.37)	(24%)
Hero	42,898.37	36,152.73	86,766.54	6,745.65	16%
Membership Expense	208,583.80	204,062.89	489,750.93	4,520.91	2%
Metro Cities Expense	16,756.89	11,724.76	46,899.05	5,032.13	30%
National Corporate Sponsors Expense	61,988.83	82,515.39	198,036.94	(20,526.56)	(33%)
Public Policy	0.00	0.00	3,000.00	0.00	0%
Publications & Research Expense	6,767.80	7,083.33	17,000.00	(315.53)	(5%)
Web Expense	16,296.58	25,073.60	60,176.63	(8,777.02)	(54%)
<b>Total ACCE Expense from Operations</b>	<b>1,792,934.65</b>	<b>1,760,802.93</b>	<b>3,202,147.19</b>	<b>32,131.72</b>	<b>2%</b>
<b>ACCE Net Income</b>	<b>(66,648.79)</b>	<b>36,241.32</b>	<b>950.81</b>	<b>(102,890.11)</b>	<b>154%</b>
<b>Total ACCE &amp; Affiliates Revenue</b>	<b>2,699,148.34</b>	<b>2,505,787.50</b>	<b>6,013,890.00</b>	<b>193,360.84</b>	<b>7%</b>
<b>Total ACCE &amp; Affiliates Expenses</b>	<b>2,805,419.59</b>	<b>2,473,979.00</b>	<b>5,937,549.59</b>	<b>331,440.59</b>	<b>12%</b>
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>(106,271.25)</b>	<b>31,808.50</b>	<b>76,340.41</b>	<b>(138,079.75)</b>	<b>130%</b>

## Membership Report Tamara Philbin, Chief Operating Officer

ACCE is in the middle of configuring new processes and functions in a database called Fonteva, which is based on a Sales Force platform. We will be transitioning all database functions: membership, events, insurance billing, online communities, member directories, and more to our new system. Each of your employees will have his or her own portal access into all that ACCE offers online. We will be integrating a new learning management system called BlueSky to deliver e-courses and track points for certificates of completion, including credits towards earning the CCE.

This is a big undertaking and ACCE will adjust to the full potential of this database over time. Members will notice major changes when we launch. While we will try to overcommunicate and anticipate challenges, staff will need member feedback to guide us as we improve functionality. Members will see this new system during in the first quarter of 2020.

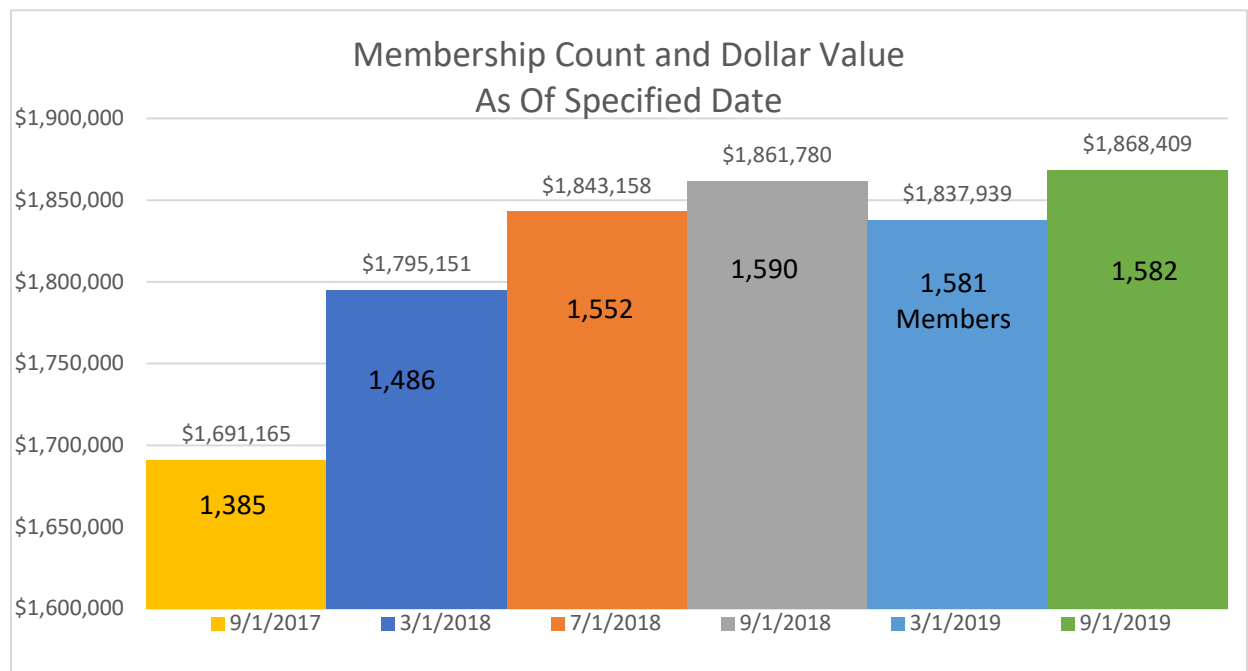
As you can see from the chart below, most ACCE members pay their dues in, or before, their renewal month. Hence, we are considering automating email communication around the dues billing cycle so that staff may spend more time personally reaching out to members about their engagement with ACCE. We are planning more high-touch outreach in areas about content, problem solving, network opportunities and other value-adds. **We would like a few board volunteers to serve as a sounding board as we move in this direction. If you are interested in helping, please email Tamara Philbin at [tphilbin@acce.org](mailto:tphilbin@acce.org).**



We had received valuable feedback from the Horizon Investors during the ACCE Convention in Long Beach and are revamping the benefits for our high-level investors. We hope to announce these new benefits before the end of the calendar year.

In accordance with our strategic plan, once our current infrastructure investments are fully implemented, we will look at our membership model to see how we can expand services to more chamber professionals while allowing members to better customize their access to ACCE. An assessment of our membership model will likely occur in 2021.

Our membership numbers and dues value, as of the dates below, show some fluctuations, with peak membership revenue occurring this past September. We are currently cleaning up our chamber prospect list and are concurrently building an outreach and communication strategy.



## Development: New Members & Corporate Sponsors

Beth Bronder, VP – Development & Partnerships

### Non-Dues Revenue Overview:

Convention Revenue Recap:

<b>2019 Convention</b>	<b>Budget (Goal)</b>	<b>Actual</b>	
Exhibitors	\$171,000	151,000	88%
Sponsors	\$125,000	118,000	94%
	<b>\$296,000</b>	<b>\$269,000</b>	<b>90%</b>

While we budgeted for growth in both convention sponsors and exhibitors this year, we fell 10% short of our targets for the Long Beach convention. Feedback from a handful of exhibitors noted that a California exhibit was difficult to justify due to higher travel and exhibitor costs. We also did not get local exhibitors or sponsors at this convention. One area that was improved was convention sponsor/exhibitor revenue collections. Team member, Tenja Young, delivered an unprecedented 100% collections rate on exhibitor and sponsor revenue. In previous years, there were always outstanding payments due after convention.

**Corporate Sponsorship:** We are in the process of onboarding two new partners in October. Facebook has joined us at a new level of Strategic Partner (\$50,000) and Collette has joined as a Gold Corporate Sponsor (\$30,000). We will have nine sponsorships up for renewal in January. These renewal agreements will be presented before December 2019. We were also able to secure an advertising commitment from a new organization, Geico for 2019 at \$15,000.

### **Key Activities:**

- We've redesigned all partner packages. The emphasis is on digital delivery of communications benefits, more targeted marketing and high-level thought leadership opportunities.
- The Strategic Partner offering is an entrée into corporate social responsibility, government relations and public affairs teams which allows us to build higher level relationships and potentially cultivate future foundation support around issues and community advocacy.
- Prospecting and sponsorship conversations are ongoing with Toyota, Amazon, Comcast, Prudential, Geico, AT&T and other organizations.
- We are developing new sponsorship collateral to position the various opportunities in a way that better meets a company's market objectives, budget and areas of interest

**New Member Revenue Overview:**

	<b>New Members</b>	<b>Total Revenue</b>
JULY	9	\$8,568
AUGUST	17	\$8,848
SEPTEMBER	4	\$1,880
<b>TOTAL *</b>	<b>30</b>	<b>\$19,296</b>

\*Total: 24 Chambers, 3 Associate/Business, 2 Affiliates, 1 International

Our team has been saddened by the sudden passing of Dana Ketterling, our membership development officer. Passionate about her role, Dana continued to work from the hospital even during her final weeks. Sales in September and October were slower than usual, but fortunately, we have been able to quickly ramp up engagement with an experienced consultant who had been assisting Dana for the past year. This contractor will be able to onboard incoming members as well as conduct marketing outreach to prospects. Our interim plan will allow the team to be thoughtful in developing a strong membership strategy that supports our short and long-term revenue goals. It also allows us time to develop a job portfolio that best fits our needs, with a target date for hiring in Q1 of 2020.

# Communications, Networks & Foundation Report

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

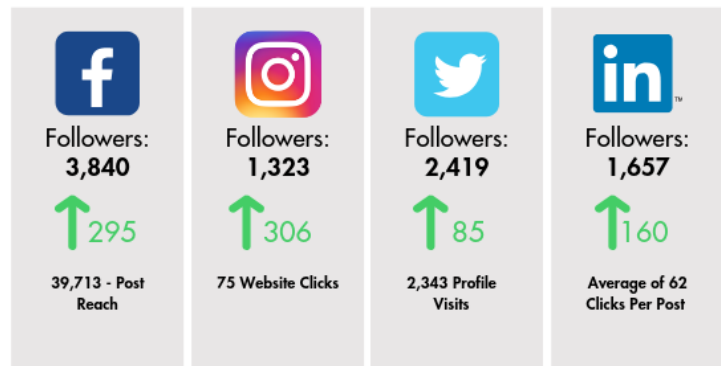
## ACCE Communications



**Chamber Executive:** The Summer 2019 edition of Chamber Executive magazine marks the return of ACCE’s 40-under-40, after a ten-year absence. The feature highlights the industry’s top emerging leaders who are shaping the future of the profession. The list includes CEOs and staff professionals from a variety of functional roles and chamber sizes. The issue also includes Convention highlights, a CCE Spotlight and a feature on chamber foundations.

- **Fall 2019** will be our first digital-only edition of Chamber Executive, as ACCE launches its new digital magazine this fall. Our fall lineup includes stories on attracting transformational investors, planning mission-driven events and the importance of engaging local stakeholders in economic development projects.

**Social Media:** The communications team leveraged the buzz around convention to continue to enhance the association’s social media presence and grow our reach on the largest social media platforms. 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 6/28/19 - 10/4/19



### Convention App:

- 895 app downloads
- 46,266 app views
- 926 posts
- 542 comments
- 5,597 likes
- 81% iOS | 19% Android

**Website:** ACCE is working with Accrisoft to strengthen the association’s online presence and align the website with the association’s mission and new strategic plan. Key goals of the redesign include:

- Create a storytelling platform to replace ACCE’s print magazine and highlight chamber success stories on a larger scale. Our new digital version of *Chamber Executive* will launch in November and it will include more meaningful digital advertising and sponsored content opportunities for ACCE sponsors and prospective sponsors.
- ACCE will launch a new website early next year. Key features will include:
  - A robust learning management system to house all of the association’s online learning and showcase our professional development programming in a streamlined, user-friendly way.
  - An online community platform to drive deeper member engagement opportunities.
  - The new digital magazine, along with more frequent updates highlighting chamber innovation and best practices.

- **National Support Your Local Chamber Day:** ACCE created online resources to help chambers promote Support your Local Chamber of Commerce Day on October 16. provides an opportunity to recognize and highlight the organizations, professionals and volunteers who work tirelessly to transform communities. It is a chance to bring awareness to the industry, highlight programs and recognize the role chambers play as leaders of communities and regions.

## 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 it will also include multiple site visits and tours to demonstrate the impact of the Huntsville/Madison County Chamber's economic development work.

**Emerging Cities Council:** Emerging Cities Council continued its monthly roundtable calls. Recent topics include CEO compensation/bonus structure and using Simulated Society, or SimSoc, within your chamber's leadership program.

**Hometown Chamber Council:** The council met during convention and is planning upcoming roundtable calls on community impact initiatives, chamber foundations and how to have difficult conversations.

**University Communities Council:** We held our most recent quarterly call on September 13, which focused on reestablishing ACCE's partnership with the International Downtown Association on its annual University and College Town Summit, which will be held Spring 2020 in Iowa City, Iowa. The next call will showcase Greenville-Pitt County Chamber's College Leadership Institute and will be scheduled soon.

## Divisions

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

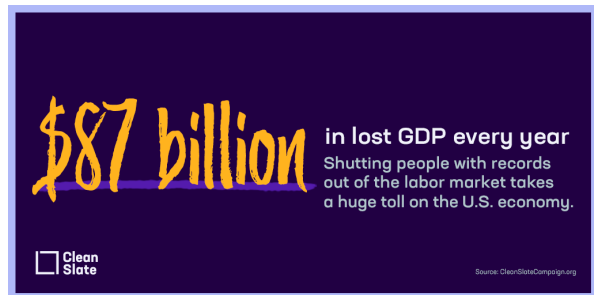
**Diversity, Equity & Inclusion Division:** ACCE's DEI Division continues to hold monthly roundtable calls. Recent calls focused on inclusive economic growth programs and minority business accelerators. We established a more formal advisory board to guide the division's activities. We will launch a monthly division newsletter in November.

- ACCE's Scholarship for Leadership Diversity is a two-year program that helps prepare emerging chamber leaders from diverse backgrounds for the CCE program. The current cohort is entering year two. We have matched each participant with a CCE mentor and continue to provide collective and individualized education to the group.

**Economic & Community Development Division:** The ECD advisory board held a call on September 23 to begin planning economic development programing for the 2020 convention and other ACCE channels. We added several new members to the group, and we plan to add even more as we expand the programing we offer for economic development pros within chambers.

## Education & Talent Development Division:

- Twenty-two chamber professionals were selected for the 6<sup>th</sup> cohort of the Fellowship for Education and Talent Development. The nine-month professional development program helps chambers improve education and talent outcomes in their communities. The program launched with a meeting at the Los Angeles Area Chamber office on October 28-29.
- ACCE kicked off a new grant with the Bechtel Foundation to support chambers in incorporating social/emotional learning in their education programs. This grant will run through May 2020.
- The division launched monthly virtual peer learning opportunities to reach more chamber professionals who are interested in workforce development topics. The monthly programs will alternate between presentation-oriented webinars and discussion-oriented roundtable calls.
- 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.
- We organized a chamber peer call on September 5 for chamber leaders working on criminal justice reform. We were joined by Margaret diZerega of the Vera Institute of Justice, who described Vera's work with chambers and gave a presentation on Second Chance Pell and other efforts to expand access to postsecondary education in prisons. Participants also provided updates from the field, including updates from Baltimore, MD, Dayton, OH, Toledo, OH, Greenville, SC, Indianapolis, IN and Kansas City, MS.
- We launched our work with the Chan Zuckerberg Initiative to educate chambers about the Clean Slate Initiative, an effort to remove barriers to workforce by leveraging technology to automate the complex and challenging record clearing process for those individuals eligible for expungement under current state law. Chamber-supported legislation has been passed in Utah and Pennsylvania, and a legislative package is under consideration in Michigan. ACCE will work with chambers in 10 states over the next year, to promote Clean Slate and share peer chamber efforts around expungement expansion.
- Completed the third-party evaluation of ETD programs. Evaluation firm Harder and Company Community Research conducted surveys and interviewed nearly 30 ACCE members. The fellowship program was found to be highly valued. In addition, 94 percent of those surveyed said that working with ETD supported their chamber's education and talent development goals.



**Events Division:** The division's July convention meeting included a facilitated discussion on networking event trends and skills. Over 60 events professionals are scheduled to attend our fall events training conference, which will feature small and large-group presentations and peer learning, along with networking events and tours graciously hosted by the Saratoga Springs County Chamber of Commerce. Fall learning opportunities included a webinar on annual awards programs and a planned "101" session for new event planners. Division-wide roundtables have featured discussion on post-event surveys and networking events.

**Government Relations Division:** The division will hold its annual roundtable meeting in Little Rock, Arkansas on November 17-19. Nearly 30 chamber government relations professionals are registered to attend the meeting to explore emerging issues and share best practices on policy engagement and political action. Recent monthly calls have focused on transportation funding, predictive scheduling and political engagement.

**Membership Development Division:** The division welcomed new Chair David Prunte, Senior Vice President of Strategic Partnerships for the Greater Kansas City Chamber, and Chair Elect Adrian Cain, Chief Development Officer, Charleston Metro Chamber of Commerce. The 2019-2020 division advisory board will focus on evaluation and review of ACCE's membership awards programs and the growth of our sales mentorship program. Roundtable calls and webinars this fall will include programming on strategies all chamber staff can use to maximize membership growth, advice on changing or upgrading customer relations management software; first-year retention and renewals; and inspiring member referrals. The date for our 2020 sales training conference has been set for March 5-6, 2020, in Lexington, KY.

## **Professional Development & Convention**

### **Crystal Moore, Vice President – Professional Development & Convention**

#### **2019 Convention**

The 2019 convention in Long Beach was one of the most well-attended west coast events ACCE has hosted. Longtime members commented that it was among the best in terms of location and content. Although attendance and overall event execution were highlights, we incurred significant challenges with expenses and budget.

Registration revenue exceeded budget expectation. Exhibitor and sponsor revenue fell just short of budget, with overall revenue ending very close to budget. Expenses, however, were significantly greater than budget. Details outlining the budgeting and expense issues surrounding the convention can be found in the finance report.

The team has already made adjustments to planning and budgeting for 2020 and beyond to avoid similar fiscal issues.

The RFP for interest in serving as a convention host city for 2021 and 2022 has been sent. A preliminary list of cities expressing interest, and date availability has been collected. Proposals from the most viable cities will be considered for our upcoming convention locations.

#### **CCE**

As envisioned in the ACCE Strategic Plan, we are evaluating the CCE process to ensure that it is consistent with the evolving nature of chamber leadership and that it evaluates skills and competencies required for forward-thinking and impactful chamber executives. We are also launching new marketing initiatives for the CCE program including the “I am a CCE” campaign in Chamber Executive magazine, branding webinars and other learning opportunities featuring CCEs, and outreach to headhunters and search firms regarding the value of the CCE designation. We continue to strengthen relationships with W.A.C.E. and its own education and certification programs. They will feature information about the value of the CCE as the next step in the development of chamber leaders at their annual meeting in February. As part of this effort, we hosted a reception in Long Beach for qualified chamber executives from the west coast. About 40 guests attended.

#### **Content Strategy Team**

This cross-functional team continues its audit of ACCE content including the samples library, resource guides, and professional development materials. The group is developing content management and curation policies while conducting the audit. A gap analysis will determine where we need to increase resources. We’re likewise evaluating content delivery to enhance learning, feature effective storytelling, and improve access to resources that reflect ACCE's Body of Knowledge.

The review of the samples library is wrapping up and will shift to data preparation and rethinking the search feature of the library. Resource guide development and migration away from Chamberpedia is underway. The AskACCE Team continues to provide Q&A and in-depth research services to ACCE members and is leveraging metrics to improve services, build resources, and track trending questions to better align all ACCE resources to member needs.

#### **IDEA Lab**

The IDEA Lab met in-person at convention 2019 for an exploratory discussion about the future of chamber foundations as a disruptive revenue source and opportunity for innovation. The insights and knowledge shared is being used to guide professional development on this topic, with new trainings and collateral set to launch in late 2019. The group will continue to meet to stay ahead of the curve on issues impacting chambers and these discussions will assist ACCE in creating resources and professional development experiences. The next proposed topic is transformational leadership and organizational management.

**Fringe Benefits, Inc.**  
**Robin Anderson, CCE, Chair**  
**October 2019**

The focus this past year has been on enhancements to the insurance billing system and procedures. Stacey and the team have spent a considerable amount of time researching the current premiums billing and reporting system in an effort to identify improvements and efficiencies. These efforts have already led to better turn-around times for billing, reporting, and payment to the carriers which results in a better experience for the members and faster receipt of revenue to FBI. We look forward to the continued improvements as we move into the implementation stage of the new ACCE database in 2020. We are confident that the new database will result in a premium billing and reporting system that is a more effective, user-friendly tool for both members and FBI staff.

We enjoyed another successful compliance season on the 401k retirement plan. All annual testing at the organizational level was completed by the March 15<sup>th</sup> deadline and the 401k MEP audit was completed in late July, with the Form 5500 filing submission prior to the July 31 deadline.

The implementation of the new contribution process for the 401k plan that the team was gearing up for has been postponed allowing the Benefits Trust time to put the company through a due diligence process to determine if the system and partnership previously identified as “best fit” will be as expected under the organization’s new leadership. FBI expects this to be completed by mid-2020. In the interim, the FBI team is reviewing all plan administrator training tools and procedures to identify new ways we might help local plan administrators avoid mistakes that create financial risk for their organization.

There is exciting news on investment options in the 401k plan. The Benefit Trust has approved a new investment option called the Principal Pension Builder<sup>SM</sup>. This is an in-plan annuity option which allows the participants a guaranteed way to help get predictable monthly income for the rest of their life in retirement. FBI has notified the plan administrators at each member organization that this new investment option will be available effective January 1, 2020. Participant notifications and educational materials will begin in late October and continue through January 2020.

The update of the 457b investments lineup this past year was well received. As a reminder, the change in share class was an improvement as it resulted in lower fees for the participants.

Growth efforts on the 401k plan for calendar year have somewhat slowed this year as a result of Stacey’s time focused on the necessary insurance enhancements and programming efforts for the new ACCE database rollout in 2020. In the meantime, the member utilization of the insurance plans is holding steady thanks to reduced premiums.

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 retirement and insurance needs.

## 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	Jan. '19	COSC Winter Meeting	Marco Island, FL	Presented session: State Chambers of the Future – Telling Our Story
Sheree Anne Kelly	Jan. '19	Lubbock Chamber	Lubbock, TX	Met with CEO, board & community stakeholders
Dana Ketterling & Stacey Breslin	Feb. '19	WACE	Anaheim, CA	Exhibitor and sponsor at annual conference
Sheree Anne Kelly	Feb. '19	Conference on American Life	Bentonville, AR	Hosted by Walmart
Amy Shields Sarah Amoyaw	Feb. '19	Skills Summit	Washington, DC	Hosted by National Skills Coalition
Amy Shields	Feb. '19	Hewlett Foundation Grantee Meeting	Savannah, GA	Annual meeting of the foundation
Amy Shields	Feb. '19	Social Capital Conference	Alexandria, VA	Philanthropy event for philanthropic and corporate foundations
Sheree Anne Kelly	Mar. '19	VA Chamber Execs	Staunton, VA	Presented session: Chamber Value & Relevance – Now and Into the Future
Sheree Anne Kelly	Mar. '19	Metro Atlanta Chamber	Atlanta, GA	Met with CEO & senior staff
Sheree Anne Kelly	Mar. '19	Greater Philadelphia CC	Philadelphia, PA	Met with CEO & senior staff
Sheree Anne Kelly	Mar. '19	USCoC	Miami, FL	Committee of 100 spring meeting
Sheree Anne Kelly	Mar. '19	GA Chamber Execs	Grovetown, GA	Opening keynote speaker
Will Burns David Velasquez Gerry Feeney	Mar. '19	Smart Justice Peer Meeting	Columbus, OH	Chamber roundtable on second chance hiring
Amy Shields	Mar. '19	Dallas Regional Chamber	Dallas, TX	Met with chamber's education and talent attraction teams
Amy Shields	Mar. '19	German Apprenticeship Model	Newnan, GA	Workforce best practices
Sarah Amoyaw	Mar. '19	Grantmakers for Education	Washington, DC	Meeting focused on philanthropic trends
Sheree Anne Kelly	Mar. '19	Greater Philadelphia Chamber	Philadelphia, PA	Meeting with CEO and senior team

<b>ACCE Staffer</b>	<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Description</b>
Dana Ketterling	Apr. '19	MAKO	Branson, MO	Exhibitor at annual conference
Amy Shields	Apr. '19	The Great Think: Workforce Readiness	Washington, DC	Discussed workforce readiness challenges/solutions with national orgs.
Emily Counts	May '19	Renewing the Promise of the Middle Class	Washington, DC	Federal Reserve community development conference
Sheree Anne Kelly	May '19	Howard County Chamber 50 <sup>th</sup> Anniversary	Ellicott City, MD	Keynote speaker
Beth Bronder	June '19	Chamber Alliance of NY State	Saratoga, NY	Speaker – Horizon Initiative
Beth Bronder	June '19	Indiana Chamber Executive Alliance	Jeffersonville, IN	Speaker – Horizon Initiative
Sheree Anne Kelly	June '19	World Chambers Federation	Rio de Janeiro	Speaker, Panelist and Judge, World Chambers Congress
Amy Shields	June '19	Inclusion Incorporated Regional Forum	Tysons Corner, VA	U.S. Chamber Foundation event to talk about LGBTQ inclusion
Emily Counts	June '19	Ignite Wellness Conference	Washington, DC	U.S. Chamber Foundation event on workplace and community health
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"

<b>ACCE Staffer</b>	<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Description</b>
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
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

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](mailto:skelly@acce.org).



ASSOCIATION OF  
CHAMBER OF COMMERCE  
EXECUTIVES

## Board of Directors 2020 Governance Meeting Calendar

### 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 (dates TBD) • Alexandria

**Additional committee meetings via conference call announced as needed.**