

Board of Directors Meeting

May 1, 2026
Boston, Massachusetts



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

May 1, 2026

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ACCE Board of Directors Meeting

May 1, 2026 | 8:00 a.m. EDT

Boston, Massachusetts

AGENDA

7:45 am **Breakfast & Reconnecting**

8:00 am **Welcome & Introductions**

8:20 am **President's Report**

8:35 am **Governance**

- Review and Approve Minutes from January 28, 2026 Meeting
- Consent Agenda
- Treasurer's Report
 - Financial Report
 - ACCE 2026-27 Budget
 - Opportunity Fund: Special Projects
 - Investment Strategy Update
 - Amendments to Investment Policy
- Nominations Update 2026-27
 - Officers Slate
 - Board of Directors

9:10 am **Foundation Update**

9:15 am **FBI Update**

9:20 am **Break**

9:30 am **Strategic Planning and Strategic Thinking in Fast-changing Times**

What value can formal strategic planning create in a world where technology, market conditions, and geopolitics seem to change overnight? How have approaches to strategic planning changed in recent years, and how should they adapt in the future? Jan will facilitate a conversation on these questions among ACCE board members and share his own evolving perspective. Before the session, please reflect on what you see as the power, limitations, and changing character of strategic planning processes.

Presenter:

Jan W. Rivkin, Professor Strategy Unit, Harvard Business School

10:30 am **ACCE's Future: Strategic Planning**

In open forum and small group discussions, the board will:

- Determine if ACCE will adopt an innovation-focused path
- Define the winning aspiration for the chamber industry
- Clarify where we “play” as an association

- Prioritize our innovations
- Identify what trade-offs we are willing to make

12:00 pm **Lunch & Networking**

12:45 pm **ACCE's Future: Strategic Planning (cont'd)**

1:30 pm **At 250, Sustaining America's Competitive Edge: Implications and Next Steps for Business Leaders**

On its 250th anniversary, the United States remains one of the world's most competitive economies, leading in innovation and technology. Yet rapid advances in AI and shifting geopolitics are turning some long-standing advantages into challenges. This workshop explores five prerequisites for continued competitiveness: an AI-fluent workforce, sustained long-term investment, future-ready energy, modern infrastructure, and national economic security—and what they mean for business leaders.

Presenters:

Rebecca Anderson, *Senior Fellow*, McKinsey Global Institute

Scott Blackburn, *Senior Partner*, McKinsey & Company

2:30 pm **Final Comments & Adjourn**



Board of Directors Governance Meeting Calendar

2026

April/May Boston

*Finance Committee	April 22 (virtual)	1:30-2:30 pm EDT
*Executive Committee	April 30	2:30-4:30 pm EDT
Board Reception	April 30	6:30-8:30 pm EDT
Board of Directors	May 1	8:00 am-2:30 pm EDT

July | ACCE26 New Orleans

*Finance Committee	July 9 (virtual)	1:00-2:00 pm CDT
*Executive Committee	July 20	11:45-12:45 pm CDT
Board of Directors	July 20	1:00-2:15 pm CDT

note: time of day for July 20th meetings may vary slightly

October Alexandria, VA

*Finance Committee	Oct. 20 (virtual)	1:30-2:30 pm EDT
*Executive Committee	Oct. 28	2:30-4:30 pm EDT
Board Reception	Oct. 28	6:30-8:30 pm EDT
Board of Directors	Oct. 29	8:00 am-2:30 pm EDT

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

ACCE Board of Directors Meeting

January 28, 2026 | 3:00 p.m. EST

Via Zoom Meeting

MINUTES

Present: Lance Allison, Brian Anderson, Sara Armstrong, Sandra Baker, Sara Barnett, Becky Bartoszek, James Bell, Carl Blackstone, Candace Boothby, Chellie Cameron, Adrienne Cole, Nikki Devitt, Bob DuBois, Bub Durkin, Natalie English, Ferlanda Fox Nixon, Angela Franco, Barbara Jean Garza, Katherine Grindberg, Reagan Gural, Robert Heidt, Jaime Henning, Andrew Hoan, Pammie Jimmar, Katie Kirkpatrick, B Kyle, Jessica Linder Gallo, Sandra Lombana Lindquist, Nick Masino, Belinda Matthews Stenson, Sherry Menor, Steve Millard, Derek Miller, Charlie Moore, Buckley O'Mell, Mark Owens, Corey Parks, Amanda Payne, Carlos Phillips, Brittany Quick-Warner, Ali Rauch, Sara Ray, Joe Reardon, Rory Ring, Keitha Robson, Jim Rooney, Maria Salinas, Justin Saunders, Mary Beth Sewald, Baiju Shah, Amy Shuttle, Cassie Stoner, Tiffany Tauscheck, Ryan Unger, Heather Valudes, Tony Vedda, Kami Welch, Becki Womble and Samira Zimmerly

Excused: Alisha Benson, Matt Morrow and Jodi Owczarski

Staff: Sheree Anne Kelly, Stacey Breslin, Will Burns, Jacqui Cook, Ryan Keedy, Karen Rose and Amy Shields

Chair Jim Rooney called the meeting to order and welcomed the group.

Audit Chair Pammie Jimmar presented the annual audit. Steve Marconi from Rogers & Company joined virtually to present a clean audit report. B Kyle made a motion to accept the audit which was seconded by Natalie English. A vote to accept the audit report was then posted electronically. *Passed.*

CEO Sheree Anne Kelly provided the president's report which included updates on strategic initiatives and the overall state of ACCE.

Rooney provided an update on a few board members since our last meeting. Eric Godet has retired from the Greater Gainesville Chamber. Keitha Robson will retire from the Timmins Chamber at the end of February, 2026 so this is her final ACCE board meeting. Rooney recognized and thanked Robson for her leadership and service. Ernest Strickland left his position at the Black Chamber of Memphis and Sarah Davasher-Wisdom left her position at Greater Louisville, Inc. Board vacancies will be filled during the nominations cycle which is underway.

The board reviewed the minutes from the October 9, 2025 meeting. A motion to accept the minutes was made by Jaime Henning and seconded by Justin Saunders. A vote to approve the minutes was then posted electronically. *Motion carried.*

Rooney then presented the consent agenda of new ACCE members for approval since our last meeting. A list is provided in the briefing materials. A motion to approve the new members was made by Tony Vedda, seconded by Amanda Payne, then posted electronically for a vote. *Passed.*

The financial report was presented by Treasurer Maria Salinas. She noted that ACCE's cash position stands at \$5.1 million. Membership revenue is slightly higher than budget. Convention registration revenue met the set goal and sponsorship revenue remained strong. Exhibitor revenue fell slightly short. Most expenses from operations are lower than budget. ACCE's net is better than budget. The foundation is ahead of budgeted net and FBI currently has a positive net income. The executive committee approved the usage of Opportunity Funds to support implementation of a new learning management system, and this expenditure is noted in the financials. James Bell made a motion to accept the financial report which was seconded by Belinda Stenson. A vote for the committee was posted electronically. *Passed.*

Kelly provided an update on our investment strategy.

Rooney called on nominating committee chair Carlos Phillips to provide an update on both the officer and board nominating committees. Phillips explained the required members of each committee according to ACCE's bylaws as well as the timeline for the nominations process. He noted invitations to serve on the officers nominating committees will be extended soon and that a kick-off call will be scheduled for late February or early March. The board nominating committee will begin its work after that process is complete. Another update will be shared at the spring meeting.

Foundation Chair Bob DuBois gave an update on foundation activities.

An open discussion followed about the changing dynamics in the chamber profession.

Rooney made closing remarks. *Meeting adjourned.*

New Members for Approval

Chamber Name	Location	Join Date
*Adel Partners Chamber of Commerce	Adel, IA	1/1/2026
*Altoona Area Chamber of Commerce	Altoona, IA	1/1/2026
*Bondurant Chamber of Commerce	Bondurant, IA	1/1/2026
*Carlisle Area Chamber of Commerce	Carlisle, IA	1/1/2026
*Clive Chamber of Commerce	Clive, IA	1/1/2026
*Des Moines West Side Chamber of Commerce	Des Moines, IA	1/1/2026
*Go Polk City Chamber + Economic Development	Polk City, IA	1/1/2026
*Grimes Chamber & Economic Development	Grimes, IA	1/1/2026
*Indianola Chamber of Commerce	Indianola, IA	1/1/2026
*Knoxville Chamber of Commerce	Knoxville, IA	1/1/2026
*Madison County Chamber of Commerce	Winterset, IA	1/1/2026
*Norwalk Area Chamber of Commerce	Norwalk, IA	1/1/2026
*Pella Area Community & Economic Alliance	Pella, IA	1/1/2026
*Perry Area Chamber of Commerce	Perry, IA	1/1/2026
*Pleasant Hill Chamber of Commerce	Pleasant Hill, IA	1/1/2026
*Urbandale Chamber of Commerce	Urbandale, IA	1/1/2026
*Waukee Area Chamber of Commerce	Waukee, IA	1/1/2026
Germantown Area Chamber of Commerce	Germantown, TN	1/7/2026
Dysart Chamber of Commerce	Dysart, IA	1/12/2026
**Fox Cities Chamber	Appleton, WI	1/14/2026
***Grand Junction Area Chamber of Commerce	Grand Junction, CO	1/20/2026
Development Authority of Richmond County	Augusta, GA	1/20/2026
Greater Ketchikan Chamber of Commerce	Ketchikan, AK	1/27/2026
Central Maryland Chamber of Commerce	Hanover, MD	2/6/2026
American World Trade Chamber of Commerce	Ridgewood, NJ	2/11/2026
Greater Everett Chamber of Commerce	Everett, WA	2/13/2026
Northeast Kentucky Chamber of Commerce	Ashland, KY	2/13/2026
St. George Chamber of Commerce	St. George, LA	2/13/2026
Kent Area Chamber of Commerce	Kent, OH	2/25/2026
Gulf Breeze Area Chamber of Commerce	Gulf Breeze, FL	2/27/2026
EcoMap Technologies	Baltimore, MD	3/3/2026
Dcobys USA LLC	Boston, MA	3/4/2026
Pueblo West Chamber of Commerce	Pueblo West, CO	3/9/2026
Collierville Chamber of Commerce	Collierville, TN	3/16/2026
Marion Chamber of Commerce	Marion, AR	3/17/2026
Rollie Jobs	Osceola, IN	3/17/2026
Garden City Area Chamber of Commerce	Garden City, KS	3/26/2026
Sylvester-Worth County Chamber of Commerce	Sylvester, GA	3/26/2026
Pendleton Chamber of Commerce	Pendleton, OR	3/27/2026
Forward Lawrence	New Castle, PA	3/31/2026

*DSM Partnership

**Horizon Upgrade

***All-ACCESs Pass Upgrade

**Association of Chamber of Commerce Executives
Consolidated Projects
For the Eleven Months Ending February, 2026**

JC-09CONSBS
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash and Cash Equivalents	2,052,149.56	509,211.07	1,156,814.07		3,718,174.70
Investments	2,167,717.00	63,363.44	-		2,231,080.44
Investments - 457B	457,289.80	-	-		457,289.80
Investment in Subsidiary	519,344.64	-	-		519,344.64
Accounts Receivable - General (net)	32,137.78	114,951.40	3,656.25		150,745.43
Accounts Receivable - Trust	338.22	703,266.56	-		703,604.78
Grant Receivable	-	-	1,314.27	-	1,314.27
Due from Related Entities	358,919.96	-	-	(358,919.96)	-
Prepaid Expenses	120,195.31	105,042.30	972.00		226,209.61
Prepaid Expenses - Convention	236,670.75	-	-		236,670.75
Deposits	2,950.00	2,950.00	-		5,900.00
Fixed Assets, Net	42,659.88	14,373.18	-		57,033.06
Right of Use Asset	-	-	-		-
TOTAL ASSETS	\$ 5,990,372.90	\$ 1,513,157.95	\$ 1,162,756.59	\$ (358,919.96)	\$ 8,307,367.48
LIABILITIES					
Accounts Payable & Accrued Expenses	80,952.39	7,196.64	9,500.00		97,649.03
Accounts Payable - Trust	99.12	634,181.60	-		634,280.72
457B Liability	457,289.80	-	-		457,289.80
Due to Related Entities	-	241,072.80	117,847.16	(358,919.96)	-
Deferred Dues	983,505.11	-	-		983,505.11
Deferred Other	191,952.00	-	685,313.37		877,265.37
Lease liability	-	-	-		-
Deferred Convention	140,350.00	-	-		140,350.00
Deferred Revenue - National Sponsors	38,265.00	-	-		38,265.00
Capital Lease Obligations	-	-	-		-
TOTAL LIABILITIES	\$ 1,892,413.42	\$ 882,451.04	\$ 812,660.53	\$ (358,919.96)	\$ 3,228,605.03
NET ASSETS					
Net Assets - Unrestricted	3,931,757.76	519,469.13	315,202.69		4,766,429.58
Net Assets - Temporarily Restricted	-	-	-		-
YTD Change in Net Assets	166,201.72	111,237.78	34,893.37		312,332.87
TOTAL NET ASSETS	4,097,959.48	630,706.91	350,096.06	-	5,078,762.45
TOTAL LIABILITIES & NET ASSETS	\$ 5,990,372.90	\$ 1,513,157.95	\$ 1,162,756.59	\$ (358,919.96)	\$ 8,307,367.48

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period February 28, 2026

	February 26 YTD ACTUAL	February 26 YTD BUDGET	2025-26 Annual Budget	February 26 Actual vs. Budget YTD \$\$ Variance	February 26 Actual vs. Budget YTD % Variance
FBI					
Total FBI Revenue	1,195,813.48	1,201,981.00	1,311,252.00	(6,167.52)	(1%)
Total FBI Expense	1,084,575.70	1,118,116.08	1,219,763.00	(33,540.38)	(3%)
FBI Net Income	\$ 111,237.78	\$ 83,864.92	\$ 91,489.00	\$ 27,372.86	33%
Foundation					
Total Revenue	954,465.53	1,054,943.08	1,150,847.00	(100,477.55)	(10%)
Total Expense	919,572.16	1,054,046.58	1,149,869.00	(134,474.42)	(13%)
Foundation Net Income	\$ 34,893.37	\$ 896.50	\$ 978.00	\$ 33,996.87	3,792%
ACCE					
Revenue					
Annual Convention	1,062,061.28	1,115,500.00	1,115,500.00	(53,438.72)	(5%)
Awards/COY Revenue	14,500.00	13,600.00	33,450.00	900.00	7%
Certification	19,855.39	15,750.00	15,750.00	4,105.39	26%
Chamber Education	88,880.50	100,750.00	282,500.00	(11,869.50)	(11.8%)
Chamber Executive Magazine Rev	72,950.00	80,510.00	80,510.00	(7,560.00)	(9%)
Executive Search	4,355.84	4,583.33	5,000.00	(227.49)	(5%)
Executive Speaking Engagement	34,812.50	25,000.00	25,000.00	9,812.50	39%
Membership Revenue	1,512,364.85	1,461,166.67	1,594,000.00	51,198.18	3.5%
Metro Cities Revenue	46,148.00	51,410.00	77,070.00	(5,262.00)	(10.2%)
Misc Income	25,869.49	22,916.67	25,000.00	2,952.82	13%
National Corporate Sponsors Revenue	186,116.63	182,721.67	205,480.00	3,394.96	2%
Publications & Research Revenue	19,696.00	18,333.33	20,000.00	1,362.67	7%
Total ACCE Revenue from Operati	\$ 3,087,610.48	\$ 3,092,241.67	\$ 3,479,260.00	\$ (4,631.19)	(0.1%)
Expense					
Admin (Operations, Occupancy, Gov	343,110.92	355,268.28	387,565.40	(12,157.36)	(3%)
Admin Personnel Costs	613,613.71	605,103.68	660,113.11	8,510.03	1%
Annual Convention	930,628.77	1,070,918.46	1,070,918.46	(140,289.69)	(13%)
Awards/COY Expense	49,568.83	48,635.28	50,035.28	933.55	2%
Certifications Expense	26,603.09	27,806.15	27,806.15	(1,203.06)	(4%)
Chamber Education Expense	165,266.55	158,917.54	259,814.58	6,349.01	4%
Chamber Executive Magazine Expen	61,926.40	57,386.42	60,421.56	4,539.98	8%
AskACCE	46,165.78	47,389.90	51,698.07	(1,224.12)	(3%)
Membership Expense	436,701.86	448,343.49	489,101.99	(11,641.63)	(3%)
Metro Cities Expense	46,468.94	42,153.06	59,939.71	4,315.88	10%
National Corporate Sponsors Expens	119,150.07	218,241.39	238,081.52	(99,091.32)	(45%)
Publications & Research Expense	63,037.98	61,864.20	61,864.20	1,173.78	2%
Web Expense	56,078.50	56,060.78	61,157.21	17.72	0%
Total ACCE Expense from Operati	\$ 2,958,321.40	\$ 3,198,088.64	\$ 3,478,517.24	\$ (239,767.24)	(7%)
ACCE Net Income from Operation:	\$ 129,289.08	\$ (105,846.97)	\$ 742.76	\$ 235,136.05	(222%)
Total ACCE & Affiliates Revenue	5,237,889.49	5,349,165.75	5,941,359.00	(111,276.26)	(2%)
Total ACCE & Affiliates Expenses	4,962,469.26	5,370,251.30	5,848,149.24	(407,782.04)	(8%)
Total ACCE & Affiliates Net Incon	\$ 275,420.23	\$ (21,085.55)	\$ 93,209.76	\$ 296,505.78	(1,406%)
Interest-Ameriprise	\$ 74,613.82				
Realized & Unrealized Gain/Loss fi	\$ 26,607.43				
Expenses to Date from Opportunity	\$ 64,308.61				
ACCE Total Change in Net Assc	\$ 166,201.72				



ACCE Finance Report

February 28, 2026, Financial Statements (11 months into the FY)

Balance Sheet

The ACCE Cash and Cash Equivalents line item on the Balance Sheet is made up of two separate accounts.

- **Operating Checking Account** – This account is used to pay regular operating expenses. The operating account should have a minimum of 5 months of essential operating capital. The current balance in this account as of February is \$1.3 million, which exceeds that minimum.
- **Opportunity Fund** – Created April 2023 this fund is in a liquid, interest-bearing money market account. This account is to be accessed for short-term unplanned expenses or investment opportunities and is not managed or monitored by our investment advisor(s). In April 2025, the Finance Committee added another \$100k to this account based on our year-end performance and audited financials.

In addition, we currently have \$2.1 million in short term/long term investments. Deferred Dues is at \$983K and total net assets stand at \$5 million.

Consolidated Statement of Activity

Overall, ACCE's performance through February is very strong. Total revenue is .1% off from budget, with aggregate net income, which was budgeted at a slight deficit, being 1406% greater than budget.

Convention Revenue – The 2025 ACCE Convention was a successful event. Strong last-minute registration revenue helped to meet our budgeted registration revenue goals, and sponsorship revenue remained strong. The only budget line that we fell slightly short on was exhibitor revenue. Despite increasing event costs, we were able to control expenses to exceed our budgeted net income target.

Certification - This line item is higher than budget due to significantly more CCE applicants this year than budgeted.

Chamber Education Revenue – Most of our programs and development performed well. This line item is lower than budget due to the following:

- The Talent Academy pilot initiative was delayed, so revenue from that program will fall into the following fiscal year.
- Economic conditions had minor impacts on registration for the Events and Communications Conference, which fell shy of budget.

- Overall revenue from premium online learning was slightly down from budget, with chamber staff citing professional development cuts due to economic uncertainty.

Chamber Executive Magazine Revenue - This line item is <10% lower than budget due to reduced sponsorship ads and the lack of stand-alone ad sales as part of the new partnership strategy.

Executive Speaking Engagement - This line item is higher than budget due to additional revenue received from Sheree Anne’s speaking engagements through February.

Membership Revenue – This line item is slightly higher than budget. Collections have continued to strengthen. While the broader economic environment remains uncertain, continued process efficiencies and strong pacing have yielded a positive membership outlook.

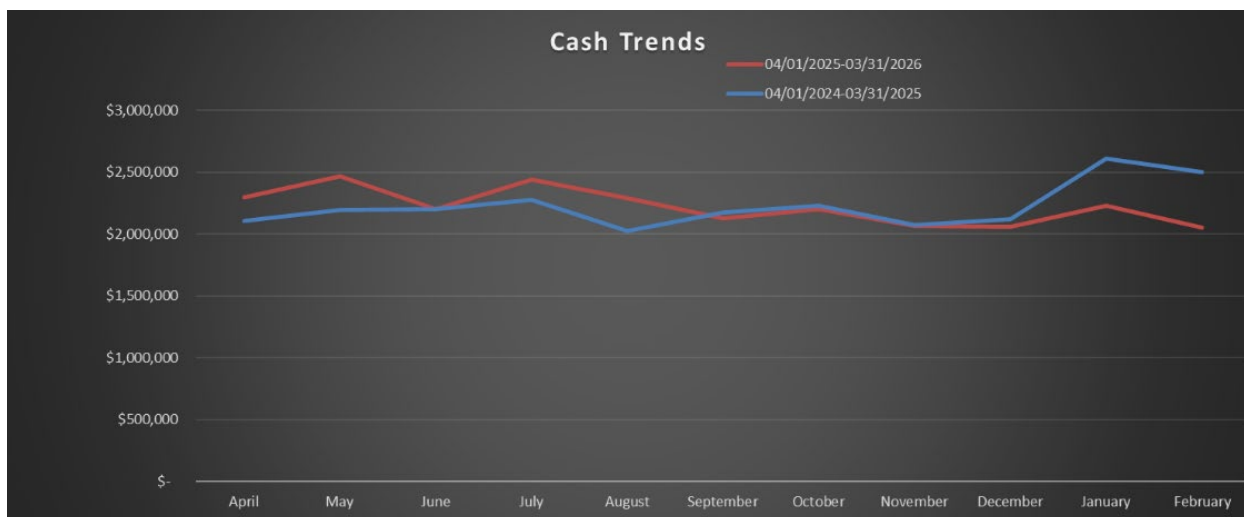
Metro Cities Revenue - This line item is lower than budget due to lower than budgeted sponsorships for the meeting in this fiscal year. There is more interest in next year’s sponsor opportunities.

ACCE Expenses from Operations – Most expenses for the eleven months of the fiscal year are lower than the budget. This is primarily due to prudent spending.

Net Income – Eleven months into the year the ACCE net is better than budget. The Foundation is well ahead of the YTD budgeted net, and FBI currently has a positive net income. The Foundation, which is dependent on grants, can vary significantly in its short-term revenue due to grant delivery.

Opportunity Fund – Per ACCE’s investment policy, the executive committee pre-approved usage of opportunity funds to support the implementation of a new learning management system. This expenditure is noted at the bottom of the P&L. The new system better serves members, improves user experience and allows access for non-members to ACCE content, programs and resources.

Cash Flow – Cash flow as of February 2026 is as expected.



2026-2027 Consolidated Budget & Variance Analysis

	2026-2027 Budget Proposal	2025-2026 Projected Year-End	2025-2026 Approved Annual	Variance Analysis FY27 vs. FY26 (\$)	Variance Analysis FY27 vs. FY26 (%)
FBI					
Total FBI Revenue	1,322,760.00	1,313,314.66	1,311,252.00	11,508.00	1%
Total FBI Expense	1,225,076.47	1,201,673.59	1,219,763.00	5,313.47	0%
FBI Net Income	\$ 97,683.53	\$ 111,641.08	\$ 91,489.00	\$ 6,194.53	7%
Foundation					
Total Revenue	864,078.17	1,178,631.00	1,150,847.00	(286,768.83)	(25%)
Total Expense	861,929.97	1,176,032.00	1,149,869.00	(287,939.03)	(25%)
Foundation Net Income	\$ 2,148.20	\$ 2,599.00	\$ 978.00	\$ 1,170.20	120%
ACCE					
Revenue					
Annual Convention	1,037,733.00	1,062,061.28	1,115,500.00	(77,767.00)	(7%)
Awards/COY Revenue	30,300.00	34,350.00	33,450.00	(3,150.00)	(9%)
Certification	23,750.00	15,505.39	15,750.00	8,000.00	51%
Chamber Education	322,503.00	213,052.50	282,500.00	40,003.00	14%
Chamber Executive Magazine Rev	83,720.00	71,345.00	80,510.00	3,210.00	4%
Executive Search	5,000.00	2,034.20	5,000.00	-	0%
Executive Speaking Engagement	22,000.00	25,562.50	25,000.00	(3,000.00)	(12%)
Membership Revenue	1,639,863.00	1,594,741.82	1,594,000.00	45,863.00	2.88%
Metro Cities Revenue	97,453.50	77,433.00	77,070.00	20,383.50	26.4%
Misc Income	31,500.00	28,091.87	25,000.00	6,500.00	26%
National Corporate Sponsors Revenue	208,398.32	175,030.99	205,480.00	2,918.32	1%
Publications & Research Revenue	25,704.00	25,195.00	20,000.00	5,704.00	29%
Total ACCE Revenue from Operations	\$ 3,527,924.82	\$ 3,324,403.55	\$ 3,479,260.00	\$ 48,664.82	1%
Expense					
Admin (Operations, Occupancy, Governance)	384,592.73	393,058.24	387,565.40	(2,972.67)	(1%)
Admin Personnel Costs	754,107.80	567,115.99	660,113.11	93,994.69	14%
Annual Convention	1,005,870.93	930,628.77	1,070,918.46	(65,047.54)	(6%)
Awards/COY Expense	43,215.26	52,768.83	50,035.28	(6,820.02)	(14%)
Certifications Expense	33,464.74	29,415.84	27,806.15	5,658.59	20%
Chamber Education Expense	286,454.39	226,019.90	259,814.58	26,639.81	10%
Chamber Executive Magazine Expense	64,221.30	60,205.98	60,421.56	3,799.74	6%
AskACCE	54,433.46	46,182.96	51,698.07	2,735.40	5%
Membership Expense	488,814.66	458,489.90	489,101.99	(287.33)	(0%)
Metro Cities Expense	57,796.23	59,713.52	59,939.71	(2,143.48)	(4%)
National Corporate Sponsors Expense	221,875.76	140,515.99	238,081.52	(16,205.76)	(7%)
Publications & Research Expense	67,501.90	84,864.66	61,864.20	5,637.70	9%
Web Expense	54,816.08	55,048.68	61,157.21	(6,341.13)	(10%)
Total ACCE Expense from Operations	\$ 3,517,165.23	\$ 3,104,029.23	\$ 3,478,517.24	\$ 38,647.99	1%
ACCE Net Income from Operations	\$ 10,759.59	\$ 220,374.32	\$ 742.76	\$ 10,016.83	1,349%
Total ACCE & Affiliates Revenue	5,714,762.99	5,816,349.21	5,941,359.00	(226,596.01)	(4%)
Total ACCE & Affiliates Expenses	5,604,171.67	5,481,734.82	5,848,149.24	(243,977.56)	(4%)
Total ACCE & Affiliates Net Income	\$ 110,591.32	\$ 334,614.39	\$ 93,209.76	\$ 17,381.55	19%

TO: ACCE Board
FROM: Jacqui Cook, CFO
DATE: April 06, 2026
RE: 2026–27 Proposed Budget

Overall Budget Highlights

ACCE enters this budget cycle from a position of financial strength, supported by a solid cash position. The proposed budget reflects a thoughtful balance between acknowledging ongoing economic uncertainty, while continuing to invest in the association.

Overall, the budget represents year-over-year growth, and includes line items that are intentionally conservative, with others focused on expansion that aligns with current and future needs of the profession. We are increasing our commitment to innovation and this budget reflects that approach, but is designed to allow flexibility to remain nimble should conditions shift, with the ability to scale expenses as needed.

For the proposed budget, ACCE’s consolidated operations are projected to generate a positive net income of \$110,591. FBI is budgeting a net surplus of \$97,684, ACCEF a surplus of \$2,148, and ACCE a surplus of \$10,760. As a reminder, both FBI and ACCEF operate under separate boards responsible for their own financial oversight and budget approval.

Annual Convention

The Annual Convention will be held in New Orleans from July 20–22. We are projecting growth in registration revenue compared to the 2025 convention from a slight increase in registration pricing paired with strong attendance consistent with last year. Convention revenue overall is projected to remain close to flat, primarily due to scaled sponsorship packages that better reflect the market.

Expenses are projected to increase due to higher insurance costs, food and beverage, and A/V requirements. While we do not anticipate replicating last year’s net gain, but we are budgeting a positive net of \$32k.

Chamber Education

We anticipate one of our largest increases in revenue in this line item, driven by the development of new educational programs, pilot testing innovations, plus expanded content for the Certificate in Chamber Management. One such innovation is the launch of a new virtual training program focused on soft skills development, called the Talent Academy. The Talent Academy offers chambers an opportunity to earn non-dues revenue while helping employers upskill in critical areas.

Our in-person regional programs have expanded in scope, and we expect continued strong participation across these offerings.

Chamber Executive Magazine Revenue

The 2026–27 revenue budget for the magazine reflects an anticipated increase driven directly by a strong partner pipeline. Magazine revenue is tied to the advertising portion of national partnership agreements.

Membership Revenue

Membership revenue is expected to grow modestly this year. We will continue to benchmark against a 90% retention rate while prioritizing deeper engagement with our existing members. Our new onboarding and engagement plans launched April 1 which support our goals.

Expenses in this area remain flat to the 2025–2026 budget, but increased from our actuals, to reflect a fully staffed team for the entire fiscal year.

National Corporate Partners

National partner revenue is projected to grow approximately 19% over actual FY 2025–26 results, reflecting strong momentum in our partnership pipeline. The budget also includes higher expenses tied to maintaining a fully staffed team.

ACCE Foundation

While the foundation anticipates ~25% reduction in revenue, we will retain more of that funding to support our work than we did last year. Our foundation has wound down a long-time partnership. In previous years, the total funding raised for ACCEF was split approximately 50/50 with our partner organization. As a fully independent entity, ACCEF's gross fundraising revenue will decrease in the short term, but the impact to ACCEF will increase since we are not splitting those funds. This results in increased impact supporting both our programs and initiatives as well as member chambers who benefit through services and subgrant funding. We continue to drive deeper relationships with existing funders and have built a strong pipeline of potential partners.

Additional Budget Items (Outside the Consolidated Budget)

ACCE maintains several funds to support strategic investments on behalf of the industry and the organization. We are proposing to utilize a small portion of these funds for targeted investments.

Opportunity Fund

Established in April 2023, this fund is held in a liquid, interest-bearing account and is intended for short-term, unplanned expenses or strategic opportunities. As of April 2026, the balance is \$663,555, reflecting previously approved investments in Horizon 2.0, Harris Public Opinion Poll, Sage Intacct accounting system, and the Brightspace Learning Management System (LMS).

By way of background, ACCE's investment policy dictates that our operating checking account will have a minimum of 5 months of essential operating capital. Currently, we have 7+ months. Our total reserve funding including opportunity fund, fixed income and equity investments should have a minimum of 6 months of operating capital, with a target of 10 months. Currently,

we have 11 months of essential operating capital in reserves.

We have the following requests for reserve funding through the Opportunity Fund:

I. Chamber Brand Campaign Launch

Investment Request: \$175,000

The Chamber Brand Task Force sought to both respond to the findings of the Harris poll on chamber perception and take advantage of the momentum for our industry by embarking on a brand campaign to dispel misunderstandings and increase awareness of chamber impact. Based on the recommendations of the task force, ACCE launched an RFP seeking firms willing to support this work and provide the following:

- Additional market perception, research and analysis
- Campaign narrative and key message development
- Creation of social and multi-media materials, plus support with placement
- Development of creative assets and a marketing toolkit
- Training and support materials to help chambers develop their own storytelling
- Creation of a chamber storytelling platform

After an exhaustive national search, Craft Media & Digital was selected. We are requesting \$175,000 to cover the cost of launching this campaign, chamber storytelling resources and media support.

II. Digitization of files

Investment Request: \$60,000

We are requesting Opportunity Funds to digitize ACCE and FBI files. Department of Labor and IRS regulations require that FBI maintain extensive files for retirement plans. We conducted a significant file review in 2023 and downsized our storage facility. While modern files are electronic, there are dozens of boxes of paper and microfiche files we are required to maintain.

Digitizing the remaining files allows the benefits team to access them electronically, eliminating the inefficient process of physically retrieving and sorting through documents at the storage unit. Upon completion of the digitization process, physical records will be securely destroyed, allowing ACCE to significantly reduce its storage footprint.

Storage unit cost increases have vastly exceeded inflation rates, and our current storage unit has more than doubled in cost over 3 years.

This transition is expected to lower long-term storage costs and substantially improve operational efficiency. We would reach a breakeven point on this investment in less than four years, and that's without factoring in staff efficiency improvements.

III. Reinvest Cashflow into Reserves

Reinvestment Request: \$175,000

Additionally, we would like to request money from ACCE's current operating checking account, to be reinvested back into our reserve funds. In keeping with our investment policy to have a minimum of 5 months of a essential operating capital in our operating checking account, we are recommending:

1. \$100,000 be added to the Opportunity Fund
2. \$75,000 be added to our reserve accounts with a split of CDs and stocks, per the guidelines of our investment policy and suggestions of our financial advisor

This would leave us 6 months of essential operating capital in our checking account, above the minimum threshold within our investment policy.

Professional Development Programs

April 2026

Division Updates

Communications Division: In February, the division held a roundtable call about communications as a retention strategy with guest speakers from The Greater Boston Chamber. The division newsletter went out on January 27, and the next roundtable call is May 28 with a focus on paid social media strategies.

Economic Mobility and Opportunity Division: The division met in February and April for open discussions. The staff professionals group met to discuss challenges and adjustments to economic mobility programs, events and sponsorships.

Economic and Community Development Division: Webinars and roundtable calls covered current challenges, economic security and award-winning economic development initiatives on data centers and reindustrialization.

Education and Talent Development Division: Webinars and roundtable calls covered skills-based hiring, economic security and workforce system alignment. Please see the ACCE Foundation update for additional information on our education and talent development programs and events.

Events and Programs Division: The 2026 Events and Communications Conference will take place in Milwaukee Wisconsin from October 14-16. Registration opens April 24. The division held a call on event pricing and revenue strategies in February.

Finance and Operations Division: The division met in January for an open topic call. Topics discussed included staff turnover trends and challenges, non-dues revenue strategies and endowment planning. The March call featured a business coach who helped frame whether staff turnover and challenges are a role design issue, a burnout issue or a structural mismatch. The division will join with chamber foundation executives to talk more about endowments in May.

Government Relations Division: The division continues to hold calls on the fourth Thursday of every month. Recent calls focused on efforts to increase access to childcare, featuring Congresswoman Hillary Scholten (D-Michigan), who introduced federal legislation modeled after Michigan's TriShare Program. The division also spoke with Mark Rusthoven, Economic Policy Advisor for Senator Jon Husted (R-Ohio), about proposed legislation to create a five-year pilot program for five states to combine funding from multiple federal anti-poverty programs into a single funding stream to eliminate benefits cliffs.

Membership Development Division: Over 170 professionals convened in Des Moines, IA for the 2026 Membership & Revenue Development Conference (see [blog post](#)). In March, the division hosted a call on managing sales teams and adapting team roles and responsibilities during challenging times.

Other Professional Development Programming

Sales Contest: The [2025 Sales Contest winners](#) were celebrated at the 2026 Membership & Revenue Development Conference award luncheon. The 2026 contest is currently underway, with 55 participants competing (Q1 submission deadline: April 10). Q1 leaders will be announced by April 30, 2026.

Dana Ketterling Lifetime Sales Award: ACCE's career recognition program for sales professionals is now [accepting applications](#). Forms are due by May 15. Recipients will be honored at ACCE's annual convention awards show on Tuesday, July 21, in New Orleans, LA.

CCE Program: The 2026 CCE class is currently going through the process. Essays were due March 27. Candidates will take their CCE exams in May. ACCE has implemented new proctoring software to improve the candidate experience and free up staff resources.

Propel Cohort Program for New CEOs: Four additional CEOs joined the Propel program this spring. Participants engage in peer learning, professional development and mentorship from a seasoned chamber professional. The next application will open in August 2026.

Soft Skills Training for Chamber Members: ACCE and Pravi are preparing to launch the first course of the Talent Academy in three pilot cities. Initial content modules will focus on effective communications. Additional chambers will be invited to participate over the summer. Sign up [here](#) to stay informed.

Sales Coach Program: ACCE's Sales Coach Program will launch on April 15, serving 15 coaching pairs who will participate in six months of structured mentorship.

Certificate in Chamber Management: The Beyond the Basics: Finance course released in February. Other Beyond the Basics courses are planned to release throughout the year.

Webinars and On-Demand Learning: Recent webinar topics included internal controls and fraud risks, economic security and key drivers of chamber effectiveness. Upcoming topics include improving early registration numbers, talent attraction, government relations for small chambers, and economic development incentives. A comprehensive on-demand training on navigating challenging governance situations will be released later this year.

Resources for CEOs: ACCE is developing templates for CEO contracts, chamber bylaws and chamber foundation bylaws. The templates are based on best-in-class examples from the industry and have been reviewed by chamber executives. They will be released in May. ACCE is also releasing an enhanced toolkit for new chamber CEOs that covers key topics in governance, financial management, and leadership.

Content Development Partnerships: ACCE is exploring opportunities to partner with other organizations and content experts to bring high-quality learning to ACCE's members. In May, ACCE will promote access to a certificate on the [fundamentals of AI](#) offered through the U.S. Artificial Intelligence Institute. This summer, ACCE will release a course on entrepreneurial leadership that leverages content from Babson College, one of the nation's preeminent institutions on this subject.

ACCE Convention: [Registration](#) is open for the 2026 Convention. This year, CEO peer group meetings will take place on the first day of the conference, plus all attendees will be able to take advantage of new content sessions that afternoon. The new format allows participants to maximize their travel budgets and consolidates the conference schedule to three days, while keeping the same amount of content and peer networking. ACCE will be in Orlando for the 2027 ACCE Convnetion.

ACCE Next Generation Leadership Program: The inaugural NextGen Leadership cohort continues to meet monthly for professional development and leadership training. The March professional development session was about communications and navigating the political landscape. Participants continue to meet regularly with their industry mentors. Sixty people registered for the interest webinar in March to learn about the next cohort. [Applications](#) for the 2026-2027 program were due April 24.

Chamber of the Year: Fifty nine chambers indicated interest and qualified to apply for Chamber of the Year by completing ACCE's Dynamic Chamber Benchmarking (34% increase over last year). Registration for the Application Do's & Don'ts webinar is strong. [Applications](#) are due May 7.

Regional Conferences and Topical Convenings

Membership & Revenue Development Conference: More than 170 chamber professionals convened in Des Moines, IA, for the 2026 Membership & Revenue Development Conference to explore strategies in membership, sponsorship and non-dues revenue. Sessions focused on topics like strengthening sales performance, building and sustaining chamber foundations, improving retention, enhancing ambassador programs and leveraging data and AI to drive growth and member engagement. This [post](#) highlights key takeaways and insights from the event.



2026 Education and Talent Convening: The ACCE Foundation hosted 39 attendees at the Charleston Metro Chamber for the 2026 Education and Talent Convening. Topics included economic and labor market trends, workforce housing, federal legislative updates and more.

Save the Date for the following conferences:

- [ACCE Convention](#): July 20 – 22, 2026 in New Orleans, LA
- [Events and Communications Conference](#): October 14 – 16, 2026 in Milwaukee, WI
- Economic Opportunity Leadership Visit: October 20 - 21, 2026 in Tampa Bay, FL
- Government Relations Meeting: November 8 – 10, 2026 will be in Portland, OR
- 2027 Education and Talent Convening: March 3 – 5, 2027 will be in Phoenix, Ariz.

Communications & Networks Report

Will Burns, Vice President – Communications & Networks

ACCE Communications

Chamber Executive: The Winter 2026 edition of *Chamber Executive* is online. The issue features Sheree Anne's quarterly column on the alarming rise of chamber CEO firings. The issue also featured articles on advancing economic mobility and using Horizon 2035 to plan for your chamber's future.



- **Changing Expectations:** This issue also featured articles exploring how chambers are adapting their membership and event operations to meet the changing expectations of members.
- **The Spring 2026 issue** will be published in May. It will feature stories on mergers, communications tactics, advocacy best practices and practical AI applications for chambers.

Social Media Highlights: ACCE achieved growth on our social media channels during the last quarter.

- LinkedIn: Follower count grew by 294 | Impressions 40.2K | Engagement Rate 14.65% | Click Through Rate of 11.03%
- Facebook: Follower count grew by 233 | Impressions 63.6K | Engagement rate 10.79% | Click Through Rate of 9.31%
- Instagram: Follower count grew by 72 | Impressions 14.4K | Engagement rate 4.93%

Top Performing Posts - Facebook

-  Sheree Anne's Article - CEO at Risk
-  Membership & Revenue Development Conference Photos
-  Metro Cities Council Meeting Photos
-  ACCE Foundation Fellowship Completion

Top Performing Posts - LinkedIn

-  Membership & Revenue Development Conference Photos
-  Metro Cities Council Meeting Photos
-  MRDC Speaker Spotlight - Jordan Clemons
-  Sheree Anne's Article - CEO at Risk

Research & Benchmarking

Chamber Employee Engagement Survey: 23 ACCE member organizations representing a collective 440 staff are participating in the [2026 Employee Engagement Survey](#). This second-annual survey is the only industry-specific endeavor to understand and transform chamber staff engagement. Surveys were fielded March 23 to April 3; analysis and reporting are underway. Findings will also be used to produce an updated Employee Engagement Resource Guide later this summer.

Chamber Pulse Surveys: This past quarter, ACCE's Chamber Pulse Surveys covered [events](#), [501\(c\)\(3\) foundations](#) and [chamber office spaces](#). Upcoming survey topics include software solutions and sponsorships. The results of all pulse surveys are available [online here](#).

AskACCE: The team continues to provide Q&A and in-depth research services. From January through March 2026, we responded to 123 [AskACCE requests](#). Satisfaction ratings averaged 4.9/5.0. Inquiries focused on:

- **Benchmarking:** Operations survey questions, Chamber of the Year qualification criteria
- **Leadership and governance:** CEO transition materials, sample policies and bylaws, strategic planning
- **Events and programs:** Innovative experiences, financially sustainable programming, sponsorship strategies
- **Crisis Management:** Immigration response and resources for member businesses

Dynamic Chamber Benchmarking: 340 members participated in the FY2025 Operations Survey this year (+10% year-over-year). The results of the survey are open now in [Dynamic Chamber Benchmarking](#). The next operations benchmarking publication will be available for purchase in May.



The FY2025 Salary Survey is due by May 22. **All board members are expected to complete** both the operations and salary surveys. More information, including updated [support resources](#), can be found [online here](#).

Customized Research & Special Publications: ACCE can conduct customized projects to elicit data and feedback from select chambers on quantitative (and even qualitative) questions to benchmark how your peers manage operations, fundraising, employee engagement and more. For a reasonable fee, our team can conduct:

- CEO executive compensation reports.
- More detailed benchmarking to compare your chamber to your most relevant peers.
- Programmatic audits to compare your program of work to similar sized chambers.
- Membership dues model comparisons.

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

Community Peer Groups



Metro Cities Council: ACCE's Metro Cities Council met March 1-3 in Washington, DC. The meeting covered office conversions, policies for expanding housing supply, the trade and tariff landscape and more. The group also met with IEDC's metro EDO council to brainstorm around regional stewardship.



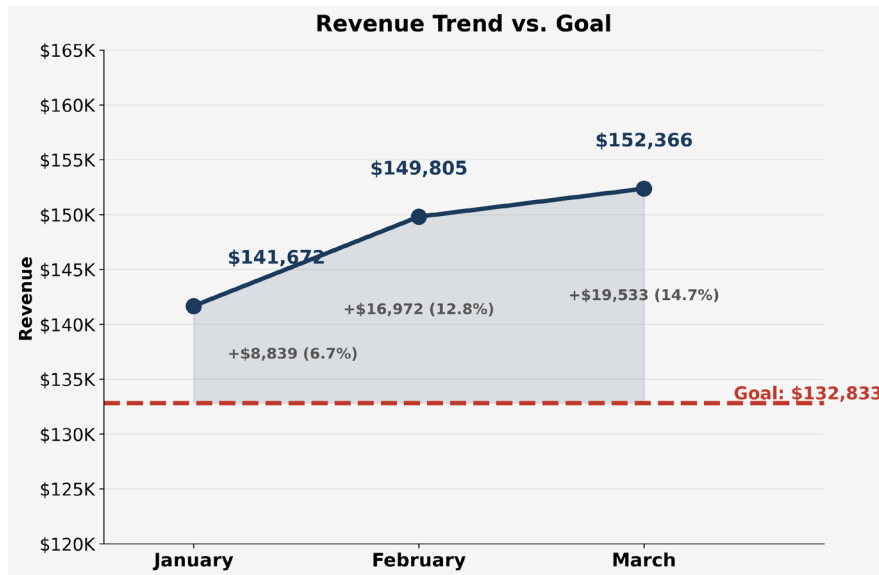
Major Cities Council: ACCE's Major Cities Council's met March 18-20 in Appleton, Wisconsin. The meeting focused on AI strategy, promoting pro-growth messages, chamber office space trends and revenue strategies. The group's April call focused on strategies to expand housing supply.

Emerging Cities Council: The Emerging Cities Council's March call focused on governance and board management. The council's Google Group remains a strong platform for best practice sharing. Recent conversations focused on credit card processors, membership management software and data center strategies.

Hometown Chamber Council: The Hometown Chamber Council's March call focused on advocacy best practices for chambers with limited capacity. The group's next call will be held on May 13 at 3 p.m. ET

Membership

We collected \$443,788 in revenue from January through March, driven by strong renewal performance and a focused effort to resolve outstanding invoices. During this period, we also welcomed 39 new members, contributing \$23,445 in new revenue. This growth was supported in part by our new partnership with the Greater Des Moines Partnership, which added 17 new chambers. Membership retention has remained steady between 89-90%.



Partner Recruitment

The Partnership team continues to build a healthy pipeline of prospects while also focusing on expanding the investment of current partners. In addition to cultivating new opportunities, we are prioritizing deeper engagement with existing partners to drive sustainable revenue growth.

Peer Group Sponsorship

We have increased our prospect recruitment for Peer Group sponsorships, which we expect to grow as part of next year's revenue performance.

Regional Sponsorship Update

We continue to see strong demand for sponsor participation in our signature events and have begun outreach for the Events & Communications Conference in the fall which already has two silver sponsors.

2027 Convention Sponsorship & Exhibit Sales

We are seeing strong early interest in participating in New Orleans, particularly among companies looking to exhibit. The sponsorship pipeline, however, is not as robust as anticipated. Several previous sponsors have cited economic uncertainty as a factor in their decision. The team continues to adjust offerings to meet the needs of the market.

Technology Update

Emma Griffin, Sr. Manager, Technology Projects

Formalized Technology Use Policy: We established a formal Technology Use Policy that provides clear guidance on procedures and expectations. This enhances governance, reduces organizational risk, and ensures consistent, responsible use of technology across staff.

Automated Member Onboarding Campaign: We launched an automated onboarding campaign to engage new member chambers and their staff. Through targeted communications, this initiative promotes early engagement, improves benefit utilization, and supports overall member satisfaction.

Custom Leads and Opportunities: We implemented custom Leads and Opportunities features in Salesforce tailored to our organizational needs. These enhancements improve pipeline tracking and provide clearer visibility into prospects across membership, sponsorship, partnerships, benefits, and foundation activities.

Staff Cybersecurity Training: ACCE staff will complete their annual cybersecurity training in April. Training helps reinforce processes that keep members and the organization safe from cyber attacks.

Improved Automation of Division Membership between Brightspace LMS and Salesforce: We strengthened the integration between Brightspace LMS and Salesforce to automate division membership tracking. This reduces manual effort, improves data accuracy, and enables more reliable reporting and a smoother user experience.

Accounting Code Standardization: We aligned accounting codes in Salesforce with those in Sage Intacct to improve consistency in revenue tracking, streamline reconciliation, and strengthen financial reporting accuracy.

Enhanced Revenue Reporting for Membership Changes: We made enhancements within Salesforce to better capture revenue gains and losses tied to membership changes. This increases visibility into trends, supports more accurate forecasting, and provides clearer insight into financial impact.

ACCE Foundation Updates

April 2026

Programmatic Work

ACCE Foundation's Education and Talent Development Fellowship: There were 18 graduates from the 11th cohort of the Foundation's Fellowship program. You can find a summary of the cohort and see their final presentations [here](#). We are currently planning for the next cohort of the program, and applications will open this summer.

Aligning Credentials with In-Demand Jobs: The ACCE Foundation received a \$510K subgrant from Achieving the Dream to support community college-chamber pairs in aligning credentials and degrees to in-demand jobs. More than 40 communities submitted applications, and awardees will be announced in May. More information on this project can be found [here](#). As part of the grant, ACCE Foundation staff presented at the DREAM Conference earlier this year. Find a summary of the major conference themes [here](#).

Rural Workforce Development: The ACCE Foundation continues develop talent supports for rural chambers. Staff recently conducted focus groups with rural chambers and finalized a report summarizing the key themes from those conversations. The ACCE Foundation also [released an RFP](#) for chambers to participate in coaching to support them in facilitating community-wide planning efforts on workforce and talent. Applications are due on May 15.

Skills-Based Hiring: The next Complete Skills-Based Hiring Lifecycle [starts in May](#). We are also offering [three Employer Accelerators](#) where ACCE members receive \$25 per registrant. The Foundation is available to facilitate workshops for employers on adopting skills-first practices. This work is funded by the Rework America Alliance, an initiative of Jobs for the Future.

Career Pathways: The ACCE Foundation launched its [Employer-Driven Career Pathways Training](#) on April 15. This training helps chambers understand the value of well-defined career pathways for employers and the labor market. It also provides insights on how to convene different partners to ensure that education and talent systems are adequately preparing students for the workforce. This work is supported by the Truist Foundation.

Conferences and Convenings

The ACCE Foundation will be speaking at the following conferences this spring:

- Jobs for the Future's Pathways to Prosperity Institute (April 2026): Presenting on strategies for working with employers to validate credentials of value.
- National Association of Workforce Development Professionals (May 2026): Presenting with the Greater Phoenix Chamber on streamlining employer engagement through partnerships with business associations.

Development Pipeline and Partner Cultivation

Higher Education and Workforce Development

- Received a \$550K grant from ECMC to offer workshops on building partnerships across higher education and business
- Received a \$510K subgrant from Achieving the Dream to support chambers and community colleges in aligning credentials and degrees
- Partnered with American Institutes for Research on a pilot project to help employers evaluate and train durable skills (potential future funding opportunity)
- Met with Heartland Forward to discuss shared overlap in supporting economic growth in rural communities

- Met with Kresge Foundation and Ascendium Education Philanthropy to discuss potential future funding opportunities (targeted for 2027)

K-12

- Met with Britebound (formerly ASA) on potential opportunities to scale successful chamber-led initiatives on career readiness
- Continued conversations with FordNGL on possibilities for expanding participation of chambers in career academies
- Continuing conversations with W.K. Kellogg Foundation on opportunity youth
- Met with Transcend to discuss possibilities for partnership on K-12 education

ACCE External Affairs Engagement

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

ACCE Staffer	Date	Event	Location	Description
Sheree Anne Kelly	Jan. '26	Tampa Bay Chamber Annual Leading Forward Forum	Tampa, FL	Keynote speaker – Horizon for Business & Chambers
Sheree Anne Kelly	Jan. '26	NASC winter meeting	Naples, FL	Presented on State & Local Chamber Partnerships
Sheree Anne Kelly	Jan. '26	New Braunfels Chamber board retreat	New Braunfels, TX	Facilitated strategic planning retreat
Sheree Anne Kelly	Jan. '26	McKinney Chamber annual meeting	Virtual	Keynote speaker – Horizon for Business & Chambers
Amy Shields	Jan '26	Ohio Chamber Professionals	Virtual	Presented on Horizon 2035
Sheree Anne Kelly	Feb. '26	ASAE CEO Roundtable	Washington, DC	Chris Swonger, Distilled Spirits Council of the U.S., and former Congressman Ryan Costello, now principal and RCS
Sheree Anne Kelly	Feb. '26	WACE	Meeting	Regular meeting with CEO to discuss ongoing partnership opportunities
Sheree Anne Kelly	Feb. '26	U.S. Treasury Assistant Secretary & staff	Meeting	Discussed engaging with state & local chambers about the federal CFIUS program
Sheree Anne Kelly	Feb. '26	U.S. Black Chamber	Meeting	Met with CEO to discuss the industry & partnership opportunities
Sheree Anne Kelly	Feb.'26	Portland Business Alliance board retreat	Portland, OR	Presented on The Future of Business: How to Thrive Amid Shifting Forcing Shaping Tomorrow
Sheree Anne Kelly	Feb. '26	Greater Des Moines Partnership	Virtual	Membership orientation for affiliate members
Sheree Anne Kelly	Feb. '26	IEDC	Meeting	Met with CEO to discuss ongoing partnership opportunities
Sheree Anne Kelly	Feb. '26	ASAE Academy	Virtual	Open Forum for Association CEOs: Skills for the Future of Work
Sheree Anne Kelly	Feb. '26	Georgetown EmpowerHER Meeting	Virtual	Member meeting

Rumsha Ahmed	Feb '26	ConxusNEO Board Meeting	Virtual	Presented on economic mobility
Sheree Anne Kelly	March '26	Chamber of Commerce of Hawaii staff meeting	Virtual	Presented on trends in the chamber world
Sheree Anne Kelly	March '26	Chamber of Commerce of Metropolitan Montreal senior staff meeting	Virtual	Membership benefits overview and Horizon update
Sheree Anne Kelly	March '26	ASAE	Meeting	Met with CEO to discuss current events & partnership opportunities
Sheree Anne Kelly	March '26	IL Assoc. of Chamber of Commerce Execs. Executive committee meeting	Virtual	Discussed increasing ways to collaborate
Sheree Anne Kelly	March '26	ASAE Association Coalition for AI	Meeting	Quarterly meeting for members
Sheree Anne Kelly	March '26	ASAE / Key Assoc. Industry Committee	Washington, DC	Committee meeting and peer-led roundtable; discussed business model innovation, emerging trends & pressure points from boards & members
Sheree Anne Kelly	March '26	Heartland Forward	Meeting	Met with CEO about possible partnership opportunities
Sheree Anne Kelly	March '26	Association Adviser Podcast	Guest	Membership models, alternative strategies for revenue models & resiliency
Sheree Anne Kelly	March '26	VA Assoc. of Chamber of Commerce Execs	Winchester, VA	Closing keynote: The Future of Chambers
Sheree Anne Kelly	March '26	Chamber of Commerce of Metropolitan Montreal board meeting	Virtual	Presented on current trends & the future of chambers
Amy Shields	March '26	DREAM Conference	Portland, OR	Presented on employer engagement and work-based learning
ACCE Programs Department Staff	March '26	U.S. Chamber Institute for Organizational Management	Virtual	Provided input on updates to IOM courses and curriculum,
Sheree Anne Kelly	April '26	US Chamber Committee of 100	Washington, DC	Member/attendee
Sheree Anne Kelly	April '26	Greater Des Moines Partnership	Virtual	Presentation to CEOs & board chairs for affiliate members
Sheree Anne Kelly	April '26	US Hispanic Chamber	Meeting	Met with SVP & staff about partnership opportunities
Sheree Anne Kelly	April '26	National LGBTQ Chamber	Meeting	Met with senior staff about partnership opportunities

Sheree Anne Kelly	April '26	ASAE Academy	Virtual	Leading Through Geopolitical Disruption & Risk
Sheree Anne Kelly & ACCE team	April '26	Brightworks AI	Professional development	AI Done Right: Governance, Risk and Opportunity
Sheree Anne Kelly	April '26	American Bakers Association	Meeting	Met with CEO: association best practices
Rumsha Ahmed	April '26	Jobs for the Future Pathways to Prosperity National Institute	New Orleans, LA	Presented on validating credentials with employers

Do you know of events at which our team should speak? Conferences/virtual meetings where our industry's voice should be heard? Know a chamber that could benefit from customized consulting, training or facilitated retreats? Let us know. Tell Sheree Anne – skelly@acce.org.