

# Board of Directors Meeting

April 16, 2019  
Daytona Beach, Florida



ASSOCIATION OF  
CHAMBER OF COMMERCE  
EXECUTIVES

# **Board of Directors Briefing Book**

## **April 16, 2019**

### **Contents**

- Agenda
- Minutes from October 24, 2018 Meeting
- Finance & Revenue Reports
- Draft Budget 2019-20
- Membership Report
- Development Report
- Communications, Networks & Foundation Update
- Professional Development & Convention
- Fringe Benefits, Inc.
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- ACCE External Affairs Engagement Calendar
- ACCE Organizational Chart



## **ACCE Board of Directors Meeting**

April 16, 2019 | 8:30 a.m. EDT

The Shores Resort & Spa  
Daytona Beach, Florida

### AGENDA

- 8:30**      **Welcome & Introductions**  
Review & Approve Minutes from October 24, 2018 Meeting
- 8:45**      **Treasurer's Report**
- ACCE financial report
  - ACCE 2019-20 budget
- Governance**
- Nominations update for 2019-20
    - Officers slate
    - Board of directors
- ACCE Foundation Update**
- FBI Update**
- Convention Update – 2019 & 2020**
- Introduction of New VP, Development & Partnerships**
- Engaging the Public Sector Task Force Update**
- International Outreach Update**
- Partnerships Update**
- IDEA Lab Update**
- 10:15**      **Break**
- 10:30**      **Strategic Plan Update**
- 11:00**      **Panel Discussion: Creative Non-dues Revenue Generation**  
Dave Adkisson, Tiffany Esposito & Tim Giuliani
- 11:45**      **Lunch**

**12:00**

**Joie Chitwood, Executive Vice President & Chief Operating Officer  
International Speedway Corporation**

Chitwood is responsible for the overall leadership and management of the ISC facilities along with developing and strengthening key industry initiatives. He managed ISC's largest development project to date – its \$400 million Daytona Rising project that transformed the Speedway into an entertainment venue. This project was a catalyst for many other growth initiatives in the region. You'll hear tips on how chambers can best engage in public-private partnerships and lessons on what attracted large corporate community investment.

**Roundtable Discussion: Disrupting Our Own Industry**

**2:30**

**Closing Comments & Adjourn**

# ACCE Board of Directors Meeting

October 24, 2018 | 8:30 a.m. EDT

JW Marriott

Grand Rapids, Michigan

## MINUTES

Present: Steve Baas, Rick Baker, Matt Ballard, Candace Boothby, Jay Byers, Chip Cherry, Jay Chesshir, Greg Durocher, Tiffany Esposito, Shannon Full, Dottie Gallagher, Christy Gillenwater, Tim Giuliani, Brian Hall, Bob Harvey, Theresa Harvey, RaDonna Hessel, Waymond Jackson, Nancy Keefer, Leonardo McClarty, Sherry Menor-McNamara, Carlos Phillips, Pam Ridler, Jim Rooney, Vern Squier, Dale Steenbergen, Tony Vedda and Rebecca Wood

Excused: Dave Adkisson, Nicki Anderson, Alisha Benson, Heather Briccetti, David Brown, Lyle Butler, Lucia Cape, Adrienne Cole, Kit Cramer, Rob Engstrom, Kelly Fanelli, Randy Gordon, Wendy Gramza, Kelly Hall, Chip Hallock, Michael Huber, Jeff Hunt, Kris Johnson, Michel Leblanc, Kelle Marsalis, Adam Marshall, Lori Mattson, Matt McCormick, Maria Nieves, Tom Pierson, Janet Riopel, Courtney Ross, Christine Ross, David Rumbarger, Todd Sanders, Bill Sisson, Katerina Taylor, Lacey Toledano and Heidi Walker

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

*Meeting called to order by Chair Nancy Keefer.*

### Welcome

Keefer welcomed the group to Grand Rapids and introductions followed.

Keefer stated that due to last-minute extenuating circumstances, we do not have a quorum for today's meeting. She noted that ACCE bylaws state that we can discuss pertinent issues, but we cannot vote or take formal action. In accordance with the bylaws, votes will be collected in the near future, electronically, and formally recorded with the minutes.

### Minutes

Keefer called for a review of the minutes from the July 17 meeting in Des Moines. No changes were made.

### Audit Report

Al Weber and Steve Marconi with RSM US presented the audit report by phone, noting that the Audit Committee approved the report at its meeting earlier this month. They reviewed the financial statement and pointed out that the audit is clean and unmodified, with no new disclosures this year.

### Finance Report

The financial report was presented by Treasurer Leonardo McClarty, who noted that ACCE is performing well, with a strong cash position of \$2.6 million in total net assets. Convention revenue was slightly higher than budget and sponsorship renewals look promising, with some contracts to be signed within the next 30 days. Foundation funding for the next several months is positive.

### Board Committees & Working Groups

CEO Kelly provided an update on the restructuring of the board's working groups and committees. She noted which committees will be dissolving as well as new committees and chairs. Committee sign-up forms were distributed so that attendees could indicate their interest(s). Those not in attendance will receive sign up forms via email.

### Nominations Process for Directors

Kelly then discussed progress on updating the board nomination process to increase the pool of qualified and diverse candidates. She reviewed a draft of the characteristics and attributes of an ideal board member as well as a nomination form and asked for feedback and ideas. Kelly shared that in the Executive Committee meeting yesterday some suggestions and ideas evolved, including focusing on an overall member engagement form for the board and other areas of ACCE. The goal is to recruit not only diverse and viable board candidates but volunteers for the many other areas of ACCE as well. Work will continue in this area, with more information to come.

### Convention & Spring Board Meeting

Keefer provided an update on the spring board meeting in Daytona. Crystal Moore followed with a brief update on the 2019 convention in Long Beach.

### FBI Annual Stockholders Meeting

Keefer convened the FBI Annual Stockholders meeting, a required annual meeting of ACCE's wholly-owned, for-profit subsidiary. In Chair Lacey Tolendano's absence, Kelly provided an update on how we are closely following the latest developments on AHPs in an effort to help connect those wanting more information. In addition, we're keeping an eye on the Department of Labor's recent ruling on 401k plans that will affect chambers, chamber staff and members.

### ACCE Foundation Strategic Plan

Crystal Moore provided an update on the plan.

### Strategic Plan Update

Kelly presented a comprehensive update on the new strategic plan. A formal vote on the 2019-2022 Strategic Plan will follow electronically.

A workshop on Cultural Intelligence followed, facilitated by Sonya Hughes, Principal of Inclusive Outcomes LLC.

*Meeting adjourned.*

### November/December 2018

*A formal vote on the following agenda items was subsequently collected from the board via email, with unanimous approval:*

- Minutes from the July, 2018 board meeting
- Financial Report
- Audit Report
- Strategic Plan for ACCE

**Association of Chamber of Commerce Executives  
Consolidated Projects  
For the Eleven Months Ending February 28, 2019**

JC-09CONSBS  
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
<b>ASSETS</b>					
Cash	1,766,667.24	\$570,461.71	\$190,964.59		\$2,528,093.54
Investments	484,629.83	\$0.00	\$0.00		\$484,629.83
Investments - 457B	152,154.52	\$0.00	\$0.00		\$152,154.52
Investment in Subsidiary	469,172.72	\$0.00	\$0.00		\$469,172.72
Accounts Receivable - General (net)	134,113.80	\$112,026.29	\$0.00		\$246,140.09
Accounts Receivable - Trust	0.00	\$150,095.65	\$0.00		\$150,095.65
Grant Receivable	0.00	\$0.00	\$98,915.82		\$98,915.82
Due from Related Entities	308,214.07	\$0.00	\$0.00	(308,214.07)	\$0.00
Prepaid Expenses	60,443.39	\$4,479.49	\$0.00		\$64,922.88
Prepaid Expenses - Convention	140,762.03	\$0.00	\$0.00		\$140,762.03
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	68,821.52	\$1,458.65	\$0.00		\$70,280.17
<b>TOTAL ASSETS</b>	<b>\$3,596,291.24</b>	<b>\$839,496.79</b>	<b>\$289,880.41</b>	<b>(\$308,214.07)</b>	<b>\$4,417,454.37</b>
<b>LIABILITIES</b>					
Accounts Payable & Accrued Expenses	58,415.15	\$0.00	\$29,000.00		\$87,415.15
Accounts Payable - Trust		\$262.78	\$0.00		\$262.78
457B Liability	152,154.52	\$0.00	\$0.00		\$152,154.52
Due to Related Entities	0.00	\$230,950.41	\$77,263.66	(308,214.07)	\$0.00
Deferred Dues	835,879.78	\$0.00	\$0.00		\$835,879.78
Deferred Other	46,336.00	\$24,885.83	\$162,714.30		\$233,936.13
Deferred Rent	152,090.00	\$0.00	\$0.00		\$152,090.00
Deferred Convention	105,557.50	\$0.00	\$0.00		\$105,557.50
Capital Lease Obligations	52,824.00	\$0.00	\$0.00		\$52,824.00
<b>TOTAL LIABILITIES</b>	<b>\$1,403,256.95</b>	<b>\$256,099.02</b>	<b>\$268,977.96</b>	<b>(\$308,214.07)</b>	<b>\$1,620,119.86</b>
<b>NET ASSETS</b>					
Net Assets - Unrestricted	1,781,618.95	\$469,172.72	\$74,761.64		\$2,325,553.31
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	411,415.34	\$114,225.05	(\$53,859.19)		\$471,781.20
<b>TOTAL NET ASSETS</b>	<b>\$2,193,034.29</b>	<b>\$583,397.77</b>	<b>\$20,902.45</b>	<b>\$0.00</b>	<b>\$2,797,334.51</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,596,291.24</b>	<b>\$839,496.79</b>	<b>\$289,880.41</b>	<b>(\$308,214.07)</b>	<b>\$4,417,454.37</b>
	0.00	0.00	0.00		

Association of Chamber of Commerce Executives  
Consolidated Statement of Activity  
For the Year to Date Period Ending February 28, 2019

	February 19 YTD ACTUAL	February 19 YTD Budget	2018-19 Annual Budget	February 18 YTD ACTUAL	Actual vs. Budget YTD \$\$ Variance	Actual vs. Budget YTD % Variance	Actual 2018 vs. Actual 2017 \$\$ Variance
<b>FBI</b>							
Total FBI Revenue	1,058,273.52	1,045,916.67	1,141,000.00	871,560.74	12,356.85	1%	186,712.78
Total FBI Expense	944,048.47	1,045,768.17	1,140,838.00	859,590.72	(101,719.70)	(11%)	84,457.75
<b>FBI Net Income</b>	<b>114,225.05</b>	<b>148.50</b>	<b>162.00</b>	<b>11,970.02</b>	<b>114,076.55</b>	<b>100%</b>	<b>102,255.03</b>
<b>Foundation</b>							
Total Revenue	1,322,811.00	1,906,719.00	2,003,833.00	869,816.29	(583,908.00)	(44%)	452,994.71
Total Expense	1,376,670.00	1,857,075.00	1,948,953.00	843,291.82	(480,405.00)	(35%)	533,378.18
<b>Foundation Net Income</b>	<b>(53,859.00)</b>	<b>49,644.00</b>	<b>54,880.00</b>	<b>26,524.47</b>	<b>(103,503.00)</b>	<b>192%</b>	<b>(80,383.47)</b>
<b>ACCE</b>							
<b>Revenue</b>							
Annual Convention	901,090.00	880,603.00	880,603.00	1,061,339.00	20,487.00	0%	(160,249.00)
Awards/COY Revenue	22,149.00	18,000.00	22,750.00	13,600.00	4,149.00	19%	8,549.00
Certification	10,650.00	7,500.00	15,000.00	5,300.00	3,150.00	30%	5,350.00
Chamber Education	15,227.00	14,800.00	29,600.00	18,196.00	427.00	3%	(2,969.00)
Chamber Executive Magazine Rev	66,900.00	61,920.00	82,560.00	63,557.00	4,980.00	7%	3,343.00
Economic Development	11,164.11	23,975.00	31,475.00	19,197.41	(12,810.89)	0%	(8,033.30)
Online University	0.00	500.00	1,000.00	0.00	(500.00)	0%	0.00
Executive Search	15,173.81	7,333.33	8,000.00	7,476.19	7,840.48	52%	7,697.62
Membership Revenue	1,590,596.88	1,613,148.17	1,759,798.00	1,301,385.51	(22,551.29)	(1%)	289,211.37
Metro Cities Revenue	37,980.00	32,675.00	63,050.00	38,425.00	5,305.00	14%	(445.00)
Misc Income	18,625.57	916.67	1,000.00	12,468.55	17,708.90	95%	6,157.02
National Corporate Sponsors Revenue	206,710.00	238,700.00	260,980.00	119,100.00	(31,990.00)	0%	87,610.00
Publications & Research Revenue	5,429.00	2,750.00	3,000.00	4,204.00	2,679.00	49%	1,225.00
<b>Total ACCE Revenue from Operations</b>	<b>2,901,695.37</b>	<b>2,902,821.17</b>	<b>3,158,816.00</b>	<b>2,664,248.66</b>	<b>(1,125.80)</b>	<b>(0%)</b>	<b>237,446.71</b>
<b>Expense</b>							
Admin (Operations, Occupancy, Governance)	423,454.33	489,265.00	541,380.00	464,880.59	(65,810.67)	(16%)	(41,426.26)
Admin Personnel Costs	394,560.00	467,365.04	509,852.77	325,303.44	(72,805.04)	(18%)	69,256.56
Annual Convention	696,713.22	783,984.11	783,984.11	895,141.16	(87,270.89)	0%	(198,427.94)
Awards/COY Expense	18,106.52	31,817.05	34,709.51	20,932.12	(13,710.53)	(76%)	(2,825.60)
Certifications Expense	14,686.02	26,334.88	28,728.96	14,645.70	(11,648.86)	(79%)	40.32
Chamber Education Expense	59,640.31	46,004.45	46,004.45	55,165.36	13,635.86	23%	4,474.95
Chamber Executive Magazine Expense	94,803.24	105,610.18	115,211.10	91,170.81	(10,806.94)	(11%)	3,632.43
Divisions Expense	7,229.41	8,320.15	9,076.53	17,227.55	(1,090.74)	(15%)	(9,998.14)
Economic Development	15,662.38	35,658.33	38,900.00	39,944.24	(19,995.95)	0%	(24,281.86)
Hero	113,605.43	152,815.74	166,708.08	72,207.08	(39,210.31)	(35%)	41,398.35
Membership Expense	444,002.79	488,306.05	532,697.51	440,634.56	(44,303.26)	(10%)	3,368.23
Metro Cities Expense	35,198.14	41,947.73	55,930.30	41,065.38	(6,749.59)	(19%)	(5,867.24)
National Corporate Sponsors Expense	138,730.08	161,374.20	176,044.58	109,788.34	(22,644.12)	(16%)	28,941.74
Public Policy	1,390.00	7,800.84	8,510.01	13,520.37	(6,410.84)	0%	(12,130.37)
Publications & Research Expense	15,066.14	15,125.00	16,500.00	11,283.95	(58.86)	(0%)	3,782.19
Web Expense	17,432.02	56,556.72	94,425.51	24,731.39	(39,124.70)	(224%)	(7,299.37)
<b>Total ACCE Expense from Operations</b>	<b>2,490,280.03</b>	<b>2,918,285.47</b>	<b>3,158,663.42</b>	<b>2,637,642.04</b>	<b>(428,005.44)</b>	<b>(17%)</b>	<b>(147,362.01)</b>
<b>ACCE Net Income</b>	<b>411,415.34</b>	<b>(15,464.30)</b>	<b>152.58</b>	<b>26,606.62</b>	<b>426,879.64</b>	<b>104%</b>	<b>384,808.72</b>
<b>Total ACCE &amp; Affiliates Revenue</b>	<b>5,282,779.89</b>	<b>5,855,456.83</b>	<b>6,303,649.00</b>	<b>4,405,625.69</b>	<b>(572,676.94)</b>	<b>(11%)</b>	<b>877,154.20</b>
<b>Total ACCE &amp; Affiliates Expenses</b>	<b>4,810,998.50</b>	<b>5,821,128.63</b>	<b>6,248,454.42</b>	<b>4,340,524.58</b>	<b>(1,010,130.13)</b>	<b>(21%)</b>	<b>470,473.92</b>
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>471,781.39</b>	<b>34,328.20</b>	<b>55,194.58</b>	<b>65,101.11</b>	<b>437,453.19</b>	<b>93%</b>	<b>406,680.28</b>

Association of Chamber of Commerce Executives  
2019-2020 Budget

	March 18 ACTUALS	March 19 Projections	2018-19 Annual Budget	2019-20 Annual Budget	FY19-20 Budget vs. March 19 Projections	FY19-20 Budget vs. March 19 Projections
<b>FBI</b>						
Total FBI Revenue	1,162,365.17	1,152,706.02	1,141,000.00	\$ 1,079,000.00	(73,706.02)	-7%
Total FBI Expense	1,207,112.77	1,015,952.27	1,140,838.00	1,078,263.40	62,311.13	6%
<b>FBI Net Income</b>	<b>(44,747.60)</b>	<b>136,753.75</b>	<b>162.00</b>	<b>\$ 736.60</b>	<b>(136,017.15)</b>	<b>-18466%</b>
<b>CGEF/ARS</b>						
Total CGEF/ARS Revenue	1,628,449.51	1,417,475.00	2,003,833.00	1,731,792.00	314,317.00	18%
Total CGEF/ARS Expense	1,625,765.54	1,354,928.00	1,948,953.00	1,657,139.00	302,211.00	18%
<b>CGEF/ARS Net Income</b>	<b>2,683.97</b>	<b>62,547.00</b>	<b>54,880.00</b>	<b>\$ 74,653.00</b>	<b>12,106.00</b>	<b>16%</b>
<b>ACCE</b>						
<b>Revenue</b>						
Annual Convention	1,037,457.50	901,115.00	880,603.00	895,993.00	(5,122.00)	-1%
Awards/COY Revenue	23,400.00	22,199.00	22,750.00	21,250.00	(949.00)	-4%
Certification	7,100.00	9,650.00	15,000.00	12,000.00	2,350.00	20%
Chamber Education	43,750.00	40,177.00	29,600.00	46,900.00	6,723.00	14%
Chamber Executive Magazine Rev	95,652.00	82,350.00	82,560.00	100,740.00	18,390.00	18%
Economic Development	19,297.41	11,164.11	31,475.00	3,750.00	(7,414.11)	-198%
Executive Search	13,790.34	12,762.62	8,000.00	8,000.00	(4,762.62)	-60%
Membership Revenue	1,744,906.07	1,744,679.81	1,759,798.00	1,750,000.00	5,320.19	0%
Metro Cities Revenue	58,200.00	37,080.00	63,050.00	58,225.00	21,145.00	36%
Misc Income	14,049.65	18,812.14	1,000.00	15,000.00	(3,812.14)	-25%
National Corporate Sponsors Revenue	227,800.00	229,130.00	260,980.00	287,740.00	58,610.00	20%
Publications & Research Revenue	4,965.00	4,653.00	3,000.00	3,500.00	(1,153.00)	-33%
<b>Total ACCE Revenue from Operations</b>	<b>3,290,367.97</b>	<b>3,113,772.68</b>	<b>3,158,816.00</b>	<b>\$ 3,203,098.00</b>	<b>89,325.32</b>	<b>3%</b>
<b>Expense</b>						
Admin (Operations, Occupancy, Governance)	603,270.92	490,093.06	541,380.00	595,150.00	105,056.94	18%
Admin Personnel Costs	490,778.66	411,638.36	509,852.77	603,045.32	191,406.96	32%
Annual Convention	895,048.47	696,713.22	783,984.11	853,151.60	156,438.38	18%
Awards/COY Expense	21,724.30	18,463.92	34,709.51	27,179.40	8,715.48	32%
Certifications Expense	21,515.88	16,601.06	28,728.96	26,001.70	9,400.64	36%
Chamber Education Expense	89,504.85	76,497.47	46,004.45	83,631.72	7,134.25	9%
Chamber Executive Magazine Expense	118,542.69	108,924.44	115,211.10	82,173.93	(26,750.51)	-33%
Divisions Expense	22,769.68	7,090.59	9,076.53	7,983.43	892.84	11%
Economic Development	25,042.84	15,662.38	38,900.00	22,200.00	6,537.62	29%
Hero	117,909.59	122,166.74	166,708.08	86,766.54	(35,400.20)	-41%
Membership Expense	561,375.46	496,804.35	532,697.51	489,750.93	(7,053.42)	-1%
Metro Cities Expense	55,739.01	36,780.90	55,930.30	46,899.05	10,118.15	22%
National Corporate Sponsors Expense	150,873.87	148,674.20	176,044.58	198,036.94	49,362.74	25%
Public Policy	13,997.07	1,390.00	8,510.01	3,000.00	1,610.00	54%
Publications & Research Expense	15,087.44	15,262.42	16,500.00	17,000.00	1,737.58	10%
Web Expense	31,337.16	18,872.62	94,425.51	60,176.63	41,304.01	69%
<b>Total ACCE Expense from Operations</b>	<b>3,234,517.89</b>	<b>2,681,635.73</b>	<b>3,158,663.42</b>	<b>\$ 3,202,147.18</b>	<b>520,511.45</b>	<b>16%</b>
<b>ACCE Net Income</b>	<b>\$ 55,850.08</b>	<b>\$ 432,136.95</b>	<b>\$ 152.58</b>	<b>\$ 950.82</b>	<b>\$ (431,186.13)</b>	<b>-45349%</b>
Total ACCE & Affiliates Revenue	6,081,182.65	5,683,953.70	6,303,649.00	6,013,890.00	329,936.30	5%
Total ACCE & Affiliates Expenses	6,067,396.20	5,052,516.00	6,248,454.42	5,937,549.58	885,033.58	15%
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>\$ 13,786.45</b>	<b>\$ 631,437.70</b>	<b>\$ 55,194.58</b>	<b>\$ 76,340.42</b>	<b>\$ (555,097.28)</b>	<b>-727%</b>

# ACCE Financial Summary

## 2018-19 Fiscal Year Highlights

ACCE is projecting a very strong end to last fiscal year. All three entities expect stronger than budgeted net income, with FBI anticipating ~\$135,000 net and ACCE anticipating ~\$430,000 net. The primary source of the delta was that several investments (including upgrades to our existing database and a web redesign) were not implemented in the last fiscal year. Additionally, some staff positions were gapped during the hiring process, resulting in lower personnel costs. Due to location and assistance from the host chamber, convention expenses were significantly lower than budget, despite strong attendance.

Revenue did not exceed expectation across the board as expenses did. While convention performed better than budget, membership revenue flattened (more below.) We also experienced staff turnover in the senior-level position responsible for a large percentage of revenue generation. Overall, the team performed extremely well during a year of transition, and remained nimble, accounting for our strong year-end.

## 2019-20 Budget Overview

The 2019-20 budget reflects the fact that this will be a major investment year for ACCE and its affiliated organizations. This is the first of three years under the new strategic plan. In order to meet the expectations outlined in that plan, year one requires infrastructure investments that allow for future engagement and growth opportunities for the association. Investments have been timed and calculated based on which foundational components must be in place in order for the plan to be fully realized in three years.

Staff builds the budget as a team utilizing benchmarks, trend analysis, as well as regular, ongoing evaluation of every program, service and resource.

ACCE's consolidated operations are projected to have a positive bottom line for 2019-2020. The largest surplus will come from ACCE Foundation, which predicts net income of \$74,653. ACCE is budgeted to have a net income of \$951 while FBI has a projected net of \$737.

## Revenue

Membership – Membership revenue growth began to flatten last year. The number of ACCE members has continued to increase, however, a significant number of chambers have dropped into a lower dues category because of natural disasters or other financial difficulties. New members in 2018-19 tended to be smaller members. Additionally, we have not had many gains in Horizon and All ACCEss Pass members.

2019-20 membership revenue reflects our flattening growth. This year the team will revamp Horizon and All ACCEss pass benefits and will launch a campaign for new high-investment members towards the end of the fiscal year, with revenues primarily showing in the 2020-21 budget. We anticipate many of our infrastructure investments this year will improve member engagement and attraction in future years.

Convention – While our last California-based convention did not perform well financially due to low attendance from California chambers, we are projecting strong performance in Long Beach in 2019. The ACCE staff opened registration and marketing earlier this year, which is yielding a strong start to registration. Additionally, we've partnered with W.A.C.E. in hopes of attracting more West Coast-based chambers. We've budgeted for similar revenue to last year's event.

Sponsorships – With the new VP, we anticipate moderate growth for this year, and even more non-dues revenue growth in subsequent fiscal years.

Chamber Education- The 2019 Events conference will be hosted in Saratoga Springs at a hotel vs a chamber. This will allow for more registrants than last year due to the larger venue.

Foundation- Revenue projections are more conservative than past years as ACCE aligns foundation work with the ACCE strategic plan. Several grants have run their term, which means we're exploring opportunities with different funders and will leverage the experience of two new hires, ACCE's VP of Development & Partnerships and the foundation's new Community Advancement Director.

FBI – 2019-20 insurance rate adjustments will offer lower rates that benefit chambers, but will result in lower revenue for FBI. While there is hope that continued marketing push for new chamber participants will grow our level of engagement, it is not anticipated that this will make-up for revenue losses in the first year.

### **Expenses**

Infrastructure investments – Critical components of the strategic plan require improved technology. A new database, website redesign, and new learning management system are budgeted for in this fiscal year. The team built a balanced budget, including these investments, without a capital campaign or reserve funding.

Compensation –Salaries are assigned to program areas. In light of more-or-less flat cost of living trends, this budget allocates a modest overall pay increase with individual allocation dependent upon performance. It includes a modest amount for select performance increases, bonuses and job responsibility changes.

Administrative Personnel Costs – For the 2019-20 budget, administrative personnel costs are higher due to a smaller percentage of administrative salaries being absorbed by the Foundation.

Convention- Expenses are significantly higher across the board in California than Des Moines. While we were able to realize cost savings thanks to DSM's event planning support and fundraising, we will not experience the same in Long Beach. Our next round of RFPs for convention host cities will now ask for a more comprehensive list of assets a city brings to ACCE, so that we can make decisions that incorporate holistic financial impacts.

HERO (now AskACCE)- We currently have one full-time staff person with support from contractors, which cuts short-term personnel costs. ACCE is working towards a content strategy to evaluate member needs regarding this department.

Foundation- The foundation is now at full staff capacity which ensures more programmatic deliverables and opportunities for growth.

### **Reserve Funding**

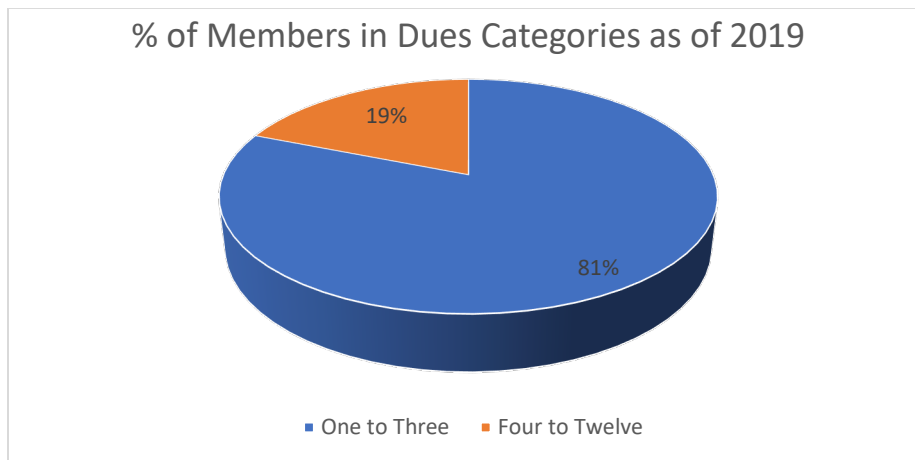
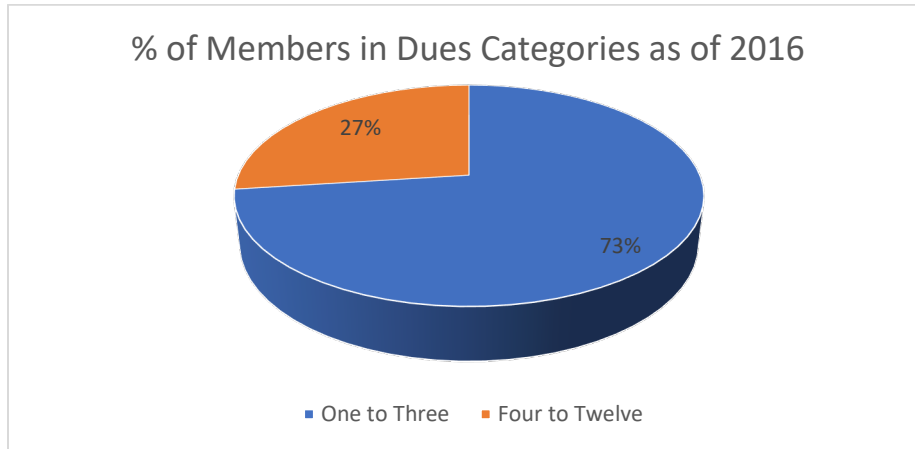
The finance committee recommended and approved for ACCE to invest up to \$350,000 of our net income into our reserves. With strategic plan goals to increase reserve funding, and this strong boost to our reserves, ACCE now has a more substantial investment pool. In the coming months, the finance committee will investigate whether ACCE should adopt a more sophisticated investment policy for our growing assets.

### **Summary**

Consolidated ACCE is projected to be a >\$6 million organization in 2019-20. We have come a long way. Just 8 years ago, our consolidated budget was \$3,871,450. The budget for this year reflects our focus on infrastructure investments to help meet the goals and objectives of our new strategic plan. Despite the investment of time and staff hours, we are not projecting disruptions to our revenue or member service. This is a reflection of the strong and dedicated team that serves our community. We anticipate that after this investment year, we will be well positioned to make great strides towards our goal of being a \$7+ million organization in three years.

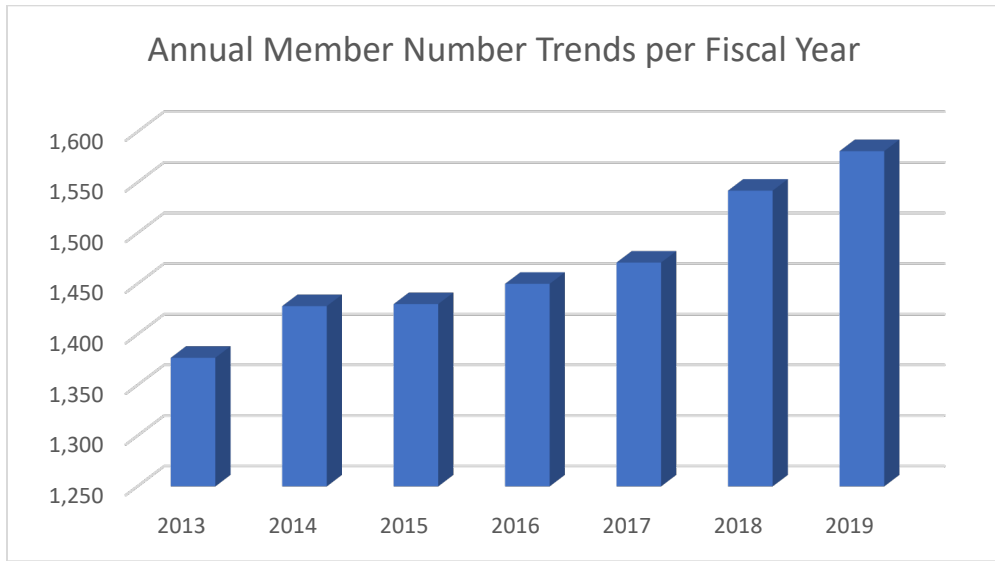
## Membership Report Tamara Philbin, Chief Operating Officer

We have seen our chamber members' total revenue reported to ACCE decline over the years, resulting in larger percentages of our members in the lower three dues categories.

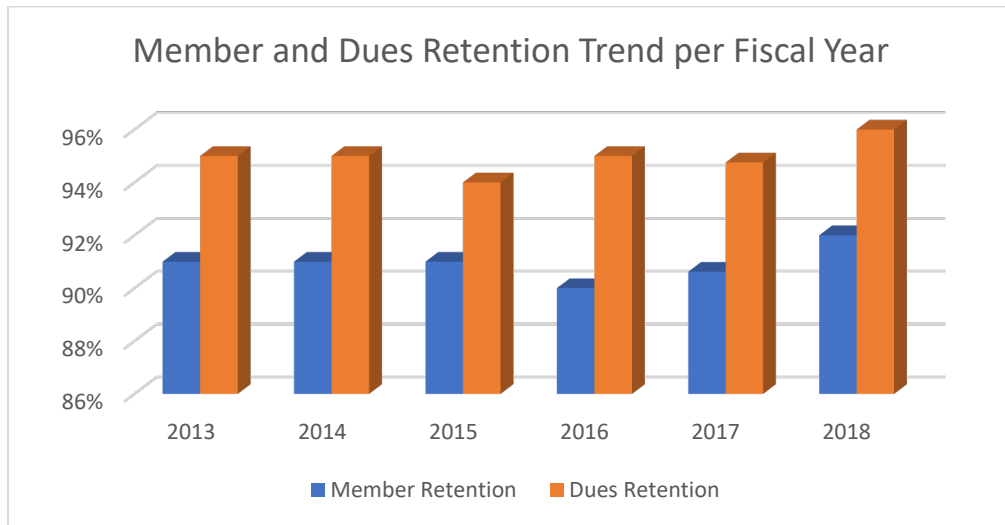


Category	Total Revenue Range	ACCE Dues	2016 Member Breakdown	2019 Member Breakdown
1	Less than \$300,000	\$470	482	537
2	\$300,000 to \$499,999	\$779	222	244
3	\$500,000 to \$749,999	\$1,112	162	172
4	\$750,000 to \$999,999	\$1,632	84	92
5	\$1,000,000 to \$1,249,999	\$2,016	61	58
6	\$1,250,000 to \$1,499,999	\$2,287	33	40
7	\$1,500,000 to \$1,749,999	\$2,843	25	18
8	\$1,750,000 to \$1,999,999	\$3,337	14	13
9	\$2,000,000 to \$2,499,999	\$3,609	17	22
10	\$2,500,000 to \$2,999,999	\$4,128	17	19
11	\$3,000,000 to \$4,000,000	\$4,598	25	23
12	Greater than \$4,000,000	\$4,845	47	51

However, our total number of members still trends upward.



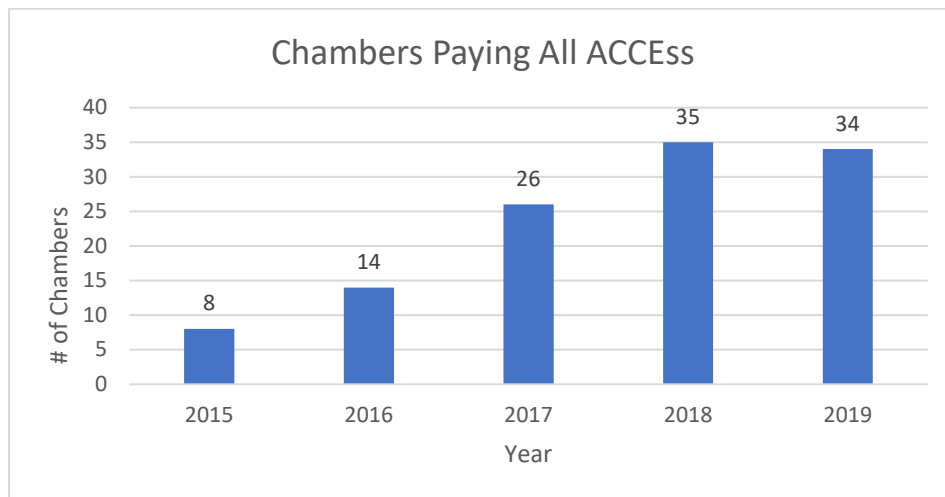
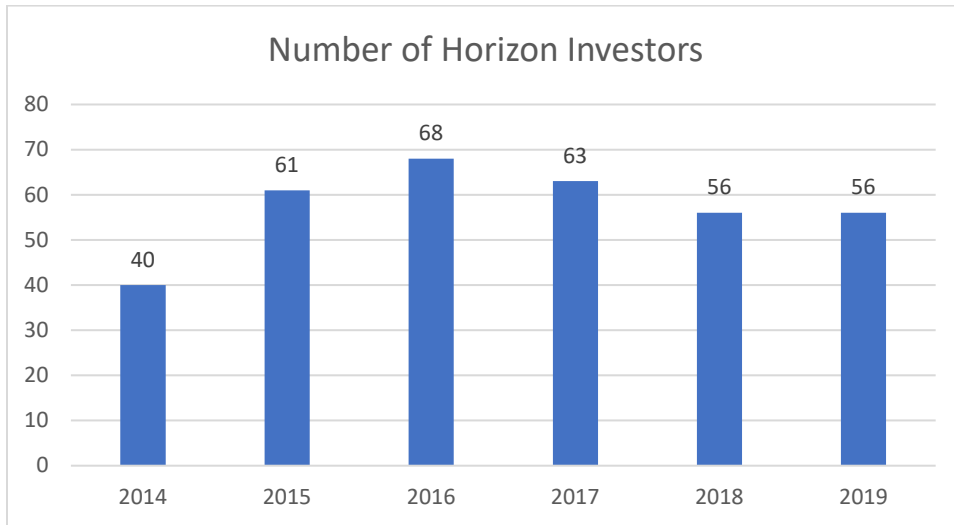
Retention Numbers through 2018 are steady. We are awaiting year-end for 2019 retention numbers.



In 2019-20 our membership team will focus recruitment efforts on chamber members in our mid-sized and larger dues categories. A hot prospect file is being created, and we will ask for the assistance of board members in connecting with those chamber CEOs.

Additionally, per our strategic plan, we will begin to develop a member engagement strategy to both aid in retention and build a deeper bench of active individuals within each member organization.

The number of Horizon Investors and All ACCESs Pass members have flattened without us actively selling these opportunities. We plan to revamp the benefits of both membership levels and proactively start promoting those investment opportunities towards the end of the upcoming fiscal year.



Reason for Dropping Horizon	#s Dropped
Could not sustain in budget	7
Financial issue, will be back	1
Not enough value	6
New CEO at chamber	5
Reason for Dropping ACCESs Pass	
Not enough value	2
Moved to Horizon	2

\*Reasons for dropping include every chamber that has dropped from our high-level investments since the inception of each program (2014 for Horizon, 2015 for All ACCESs Pass)

# Development Report

## Beth Bronder, VP Development & Partnership

### Non-Dues Revenue Overview:

Our current focus is to maintain convention revenue and apply more emphasis to year-long sponsor engagement by converting convention partners to corporate sponsors. Additionally, we'll continue to seek new funding sources across a spectrum of opportunities.

### 30/60/90 Day Priorities:

1. Secure Corporate Sponsorship Revenue

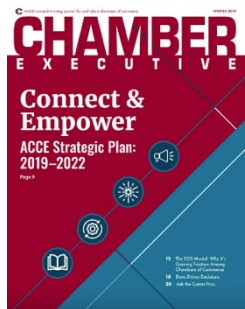
Renewed	New	Lost	Pending/new	2019/20
13	1	3	3	+2

- *New: Vistage*
  - *Pending new: Google, Sprint and You Science*
  - *Lost: NextGen Consulting, Compass Media, EventBank*
    - *Reasons for cancellations, lack of ROI and health of business and/or owner*
  - *Target: Two additional new sponsors in 2019/20*
2. Maintain and secure new Convention Revenue through personal outreach, email marketing and cold calling; outstanding collaboration and support from development team
  3. Realign department talent and resources to support revenue growth goals for both new member & non-dues revenue in 2019-20
  4. Leverage Board and other highly active members to help with All ACCeSS and Horizon prospects
  5. Create sponsorship and new member collateral for outreach; update agreements and all communications to partners and prospects
  6. Refresh sponsorship benefits; renewed focus on content delivery opportunities, thought leadership positioning & stronger overall ROI
  7. Leverage existing assets to develop new sponsorships and deliver more of the above benefits to partners (i.e. Peer Groups, Divisions, Social Media, Digital Advertising)
  8. Revisit internal processes that impact overall customer experience (i.e. invoicing, collections)
  9. Begin targeted marketing outreach to identify new groups of potential higher value sponsors

## Communications, Networks & Foundation Report

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

### ACCE Communications



**Chamber Executive:** The Winter 2019 edition of Chamber Executive magazine features ACCE's new strategic plan, communications tips from the winners of ACCE's 2018 Awards for Communications Excellence, plus features on Dynamic Chamber Benchmarking and chambers using the Entrepreneurial Operation System (EOS).

- **Spring 2019** magazine will shine a spotlight on convention host city Long Beach
- **Fall 2019** magazine will feature a chamber of commerce industry 40-under-40. Be on the lookout for the call for nomination or contact Will Burns with questions at [wburns@acce.org](mailto:wburns@acce.org).

### Communications Planning:

ACCE's new communications team hit the ground running with a flurry of activity to boost the association's social media presence, develop a more comprehensive communications strategy and begin to plan a complete overhaul of ACCE's website.



Numbers reflect changes from 1/1/19 - 4/3/19

**Member Engagement Survey:** More than 200 members have completed ACCE's new [member engagement survey](#). More participants are expected as Chamber Executive magazines arrive, since there were references to the survey included in the last edition. Staff are processing the updates and developing engagement plans to get chamber professionals from across the country more active in ACCE.

- **Engaging Staff Professionals:** 48% of survey respondents were non-CEOs. We want to continue to grow this number and identify meaningful engagement pathways for staffers at all levels.
- **Economic Development & Marketing Communications Content:** The Economic and Community Development Division and Marketing and Communications Division ranked second and third behind the Membership Development Division in terms of interest from survey respondents. This is a great opportunity for us. We haven't heavily pushed programming in these areas in recent years, but the new strategic plan includes a larger interest on these topics.

## Community Peer Groups

**Metro Cities Council:** ACCE's Metro Cities Council met in Grand Rapids to discuss emerging industry trends and policy priorities. Ryan Kilpatrick, executive director of Housing Next joined the group to discuss affordable housing initiatives. The next Metro Cities Council meeting will be held May 13-15 in Greenville, South Carolina. Agenda topics for the meeting include downtown development, diversity and inclusion, expungement and fair chance hiring, workforce development, minority business accelerators, diversity summits, and more.



**Major Cities Council:** Members of ACCE's Major Cities Council met in Irving, Texas. Participating CEOs shared industry trends and best practices and toured Citi's Cybercommand Center and Keurig Dr. Pepper's bottling plant. They were also joined by Irving Mayor Rick Stopfer to learn more about the economic development partnership between the city and the Irving-Las Colinas Chamber. Thanks to chamber CEO Beth Bowman, CCE for hosting this year's meeting.

**Emerging Cities Council:** Emerging Cities Council met in Holland, Michigan to learn more about how the Michigan West Coast Chamber is implementing the Entrepreneurial Operating System (EOS) popularized by Gino Wickman's book, "Traction: Get a Grip on Your Business." You can learn more in the latest edition of [Chamber Executive Magazine](#). The group continues its monthly roundtable calls. Recent topics included an update from the Lancaster Chamber on its new business model and chamber action to address the talent pipeline.



**Hometown Chamber Council:** The council continued its quarterly roundtable calls in April 2019, with a call to discuss workforce development initiatives.

**University Communities Council:** The council will hold its next call in late April or early May to discuss the in-person meeting at convention, recruiting new members to the group and developing additional programming and peer engagement activities for the year ahead.

## Divisions

**Diversity, Equity & Inclusion Division:** The division continued to hold monthly roundtable calls. Recent calls have focused on diversity summits, internal assessments and helping to plan ACCE Convention content. The most advanced chambers within the group are also planning their second in-person convening for later this year in Cincinnati.

**Economic Development Division:** Division volunteers are working to create a more streamlined site consultant program for the 2019 Convention, while also creating more economic development content for general convention attendees that will be relevant whether or not your chamber houses the formal economic development function.

### Education & Talent Development Division:

There has been lots of division activity in the first quarter of 2019:



The fifth cohort of ACCE's Fellowship for Education and Talent Development held its second meeting in Los Angeles. Participants continued to develop their regional action plans for improving education and talent development outcomes in their communities, while learning from subject matter experts on the Los Angeles Area Chamber's team.



ACCE's Healthy Communities Program held its second meeting in Los Angeles, which included expert speakers on mental health, business engagement and program sustainability. Ten chamber leaders are participating in the program, along with a community partner, to develop and refine a promising community health initiative.



ACCE held a roundtable meeting on expungement and fair chance hiring issues in Columbus, Ohio. In addition to peer learning, the meeting featured presentations from Fifth Third Bank's chief investment strategist on the economic and workforce imperative and a representative from SHRM to discuss its new second chance hiring toolkit for HR professionals.



**Government Relations Division:** The Greater Boston Chamber hosted members of ACCE's Government Relations Division for its annual roundtable meeting. The group discussed Boston's life sciences ecosystem, federal research funding, workforce housing and regional policy priorities. While in town, they also toured the MIT Media Lab and Fenway Park.

**Communications & Marketing Division:** ACCE staff held a planning call with division chair Tiffany Tauscheck of the Greater Des Moines Partnership to plan the year ahead. The division will hold a roundtable call in April 2019. If someone from your staff would like to participate, they can contact Bethany Orban at [borban@acce.org](mailto:borban@acce.org). Members of the division will also judge ACCE's Awards for Communications Excellence during the first week of May.

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

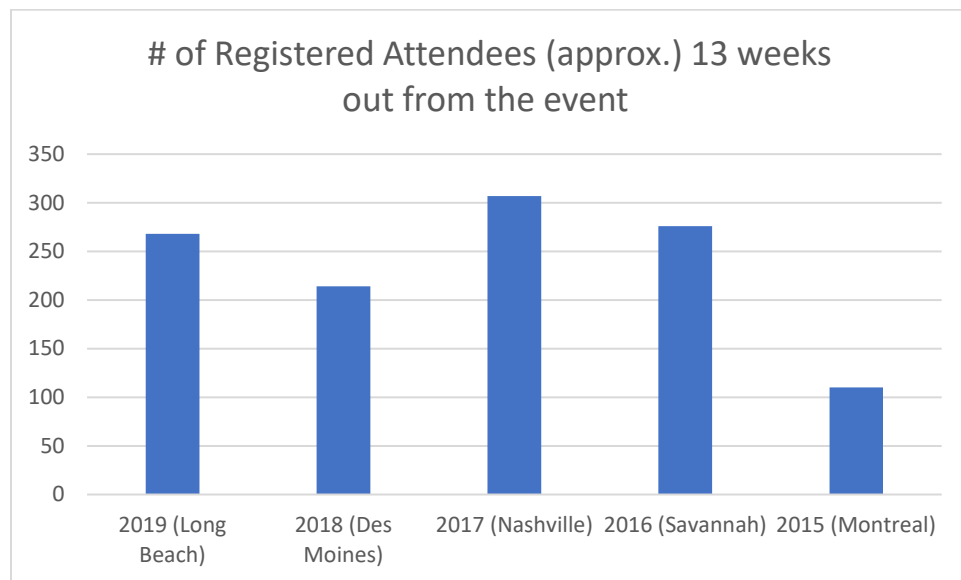
### Content Management Strategic Plan

The staff is building a three-year content strategy to align all ACCE products and information with the new ACCE Strategic Plan. This effort requires an extensive product and program audit. There is a subcommittee that meets once a week to discuss progress and next steps. The team will also re-evaluate the organization's current Body of Knowledge which is the foundation of its Certified Chamber Executive program and other member offerings.

### Convention

The convention is off to a strong start with 268 registrations vs. 214 registrations for Des Moines, this time last year. The main hotel, the Hyatt Regency, is nearly sold out.

Here is a quick snapshot of registered attendee registration at approximately the same time over the last 5 years.



The content development team has created over 40 thought provoking sessions that are sure to represent something for everyone. Below is a sneak peek at the “war room wall” where all the magic happens:



## Regional Events

Sales training was one the largest attended stand-alone events that we have had over the past several years. 100 chamber sales executives, retention specialists and CEOs came to Dallas to discuss the latest trends in membership sales and sponsorships. The Dallas Chamber hosted this event in its offices which allowed for cost savings as well as an easy and affordable airlift schedule to and from local airports.



## Webinars

We have presented 95 webinars with topics ranging from membership to community advancement. All webinars are free to ACCE members and are recorded.

### UPCOMING WEBINARS



### [Webinar: Sponsorship Opportunities - Finding the Perfect Fit](#)

**Date:** April 25, 2019

**Time:** 2:00 pm - 3:00 pm



## Webinar: From the Winner's Circle - Bridging the Talent Gap

**Date:** May 9, 2019

**Time:** 2:00 pm - 3:00 pm

### Certified Chamber Executives (CCE)

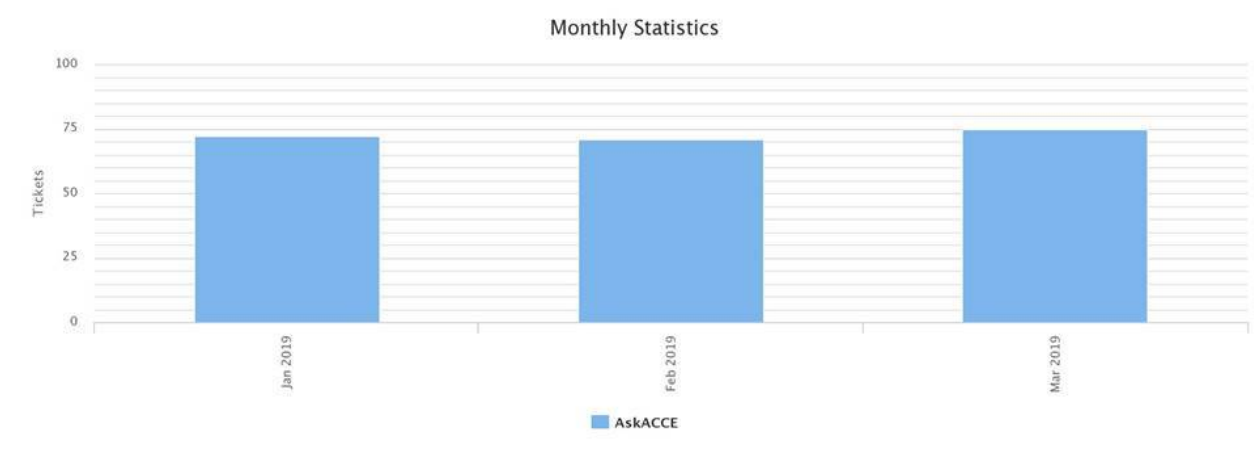
We have 7 candidates advancing to the interview portion of the CCE process.

### Information Office

**NEW!** The **IDEA Lab** is an innovation space created to discuss trends affecting chambers today and developing foresight for the future of chambers. This group will focus on topics and best practices that will assist the ACCE team in developing research, content, and programming. The IDEA Lab will stay ahead of the curve in responding to the needs of members and impacts on the chamber world through its exploration of the forces shaping businesses and communities today.

**Samples Library** – the ACCE Samples Library and Resource Guides are undergoing a review in preparation for migration to a new resource management system. Irrelevant, mediocre and dated materials are being removed through a systematic review conducted by ACCE volunteer members. This is the first step to enable rebuilding our content in a new system with improved navigation and usability for members.

**AskACCE** – formerly known as HERO, this team continues to serve members by helping them with questions ranging from disaster recovery, to CEO searches, to strategic planning guidance. AskACCE averages 73 member requests per month.



**Fringe Benefits, Inc.**  
**Robin Anderson, CCE, Chairman**  
**April 2019**

Retirement compliance season on the 401k plan was wrapped up in March and the team is now prepping for the MEP audit which began earlier this month and is scheduled to be completed by the end of July. The changes approved on the 401(k) plan by the Benefit Trust this past fall were completed in January. These included the addition of new investment options and an update to the assets available for distribution should a participant experience a qualified hardship situation. The 457(b) plan is also experiencing an update this month of the share classes for available investment options, which will result in lower fees for the participants.

The 2019 renegotiated insurance premiums are in place as of January and have strengthened our marketability as the lower rates have resulted in significant savings for our member organizations. Keep in mind, however, that this also means a reduced revenue stream for FBI since we receive a percentage of these premiums. At the time of the renegotiations we estimated this decrease to be as much as \$70k per year. The actual decrease for the 2019–2020 fiscal year is \$60k. Some of the difference between estimated and actual loss of revenue was a rare open enrollment window for the life insurance program which the benefits team marketed extensively through multiple outlets, including direct call campaigns.

Stacey will be reducing travel this year while she focuses on several new projects. The first two are related to the insurance programs. Specifically, Stacey is researching the current premiums billing and reporting system in an effort to identify improvements and efficiencies. These efforts will assist as she and the team move into the implementation stage of the new ACCE database and work together to ensure the new premium billing and reporting system is an effective, user-friendly tool for both members and staff.

The third project is an overhaul to the 401k contribution submission process. The new process includes a per pay period review of all census data and employer contributions. The benefits of which will be decreased administrative time for local plan administrators and reduced financial risk for participating employers. Stacey will begin the pilot phase of this project later this month with the expectation that the entire benefits team will begin in May to help onboard all of the 401(k) participating employers later this year.

## **ACCE Partnership Opportunities**

### **World Chambers Federation**

- Just a handful of ACCE members belong
- Holds Congress every 2 years (this year in Rio)
- Gives major international chamber award
- Sheree Anne now serves on executive committee

### **International Economic Development Council (IEDC)**

- Previous partnerships with ACCE fell apart
- Fair amount of membership crossover
- Offers certification, professional development, large convention, research
- Sheree Anne and Jeff have connected; ACCE agreed to joint statement on the value of economic development organizations/entities; IEDC asked ACCE to promote recent research
- They're open to partner ideas around their leadership summit Tampa 2020

### **Council of State Chambers (COSC)**

- 46 state chamber members
- 2 development conferences – one for CEOs, one for staff in partnership with US Chamber
- A heavy public policy research arm
- State chamber of the year award: ACCE and COSC approached idea of a joint award; ACCE was game but COSC board more tentative; may re-approach later this year

### **Western Association of Chamber Execs (WACE)**

- We have a small partnership for ACCE's convention; we're hosting their political action bootcamp

**National Affinity Chambers** – National Black Chamber, US Black Chambers Inc., US Hispanic Chamber, National LGBT Chamber, US Pan Asian Chamber of Commerce

- SAK made outreach calls/meetings to all (connecting with everyone but USPACC)
- Had a US Hispanic Chamber judge for ACE awards
- Several groups are interested in partnership, no definitive details yet; door is open

### **US Chamber of Commerce**

- Is a gold corporate sponsor of ACCE
- SAK is on USC100

### **National League of Cities**

- SAK spoke at Mayoral event 2018
- NLC wrote ACCE into one of its grants as a partner

### **US Conference of Mayors**

### **National Governors Association**

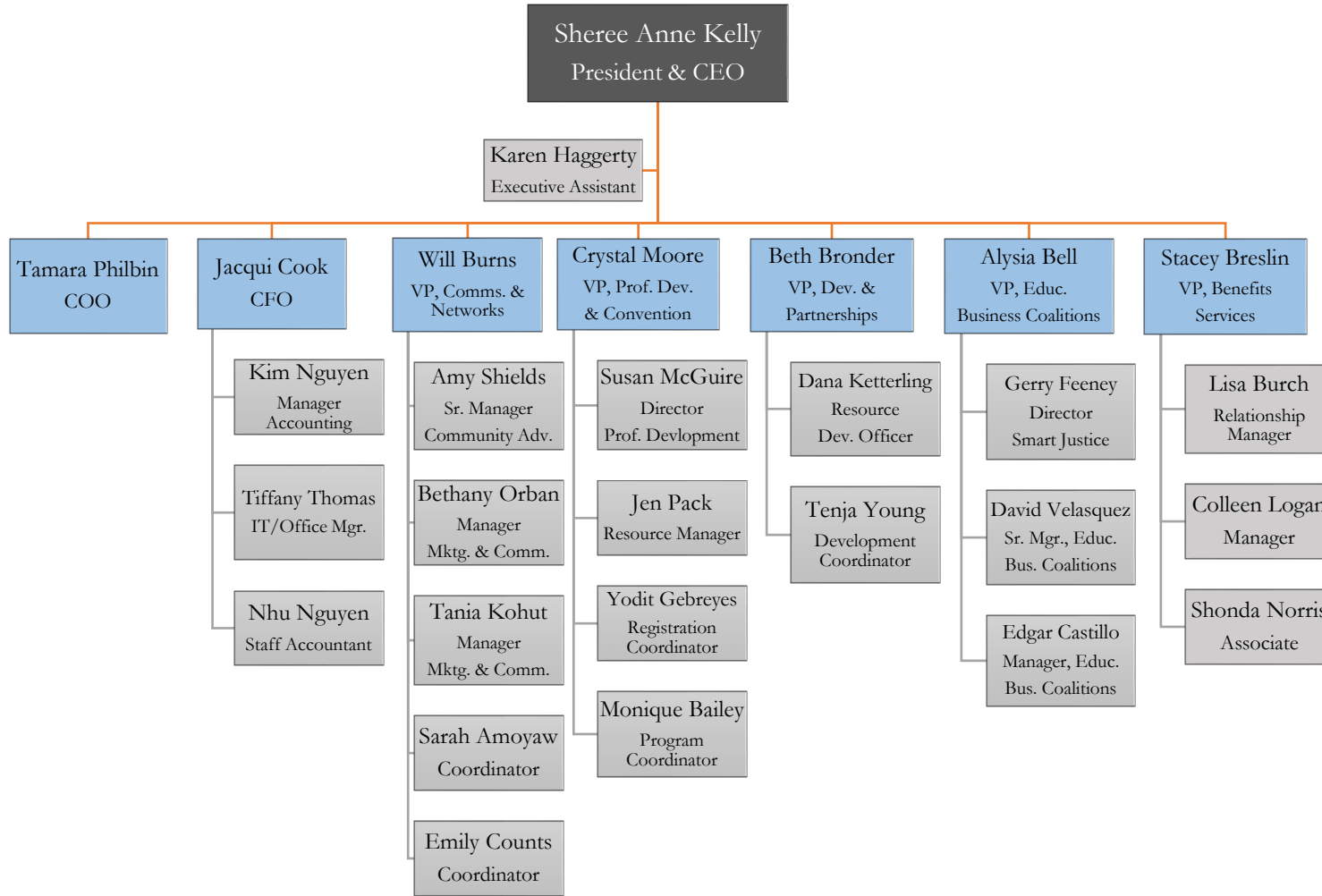
## ACCE External Affairs Engagement

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	Oct. '18	Williamson, Inc. (TN) Fly-in	Alexandria, VA	Speaker
Karen Haggerty	Oct. '18	Williamson, Inc. (TN) Fly-in	Alexandria, VA	Economic development tour
Will Burns, Emily Counts, David Velazquez	Oct. '18	Healthy Community Program	Princeton, NJ	Launched new healthy communities program at Robert Wood Johnson Foundation HQ
Stacey Breslin	Oct. '18	Principal Retirement Conference	Colorado Springs	The latest updates on the retirement industry, regulations and what's ahead
Alysia Bell	Oct. '18	Grantmakers for Education Annual Conference	San Diego	Present and build relationships with education/workforce development foundations
Sheree Anne Kelly	Oct. '18	Pennsylvania Chamber Professionals	Barnesville, PA	Keynote speaker
Sheree Anne Kelly	Oct. '18	Grand Rapids Chamber	Grand Rapids, MI	Met with area chamber execs – ACCE update, Horizon Initiative and Chamber Storytelling
Sheree Anne Kelly	Nov. '18	Greenville Chamber	Greenville, SC	Met with area chamber execs; speaker at board retreat
Sheree Anne Kelly	Nov. '18	AZ Chamber Execs	Lake Havasu, AZ	Keynote speaker
Sheree Anne Kelly	Nov. '18	Los Angeles Area Chamber	Los Angeles	Met with new CEO and chamber staff
Sheree Anne Kelly	Nov. '18	NJ Chamber Execs	New Brunswick, NJ	Keynote speaker
Sheree Anne Kelly	Nov. '18	Aventura World	Tuscany	Attended with chamber executives
Karen Haggerty	Dec. '18	Greater Washington BoT	Bethesda, MD	Annual Meeting
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

<b>ACCE Staffer</b>	<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Description</b>
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
Dana Ketterling	Apr. '19	MAKO	Branson, MO	Exhibitor at annual conference

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).



\*Several contractors conduct work on behalf of various departments and may have interaction with members:

Jamie  
Barbaccia-  
Holmes

Carol Carlton

Ashley  
Mancheni