

# Board of Directors Meeting

July 17, 2018  
Des Moines, Iowa



ASSOCIATION OF  
CHAMBER OF COMMERCE  
EXECUTIVES

# **Board of Directors Briefing Book**

## **July 17, 2018**

### **Contents**

- Agenda
- Minutes from April 25, 2018 Meeting
- Officers Slate 2018-19
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- ACCE Foundation Strategic Plan
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## **ACCE Board of Directors Meeting**

July 17, 2018 | 3:00 p.m. CDT

Hilton Des Moines Downtown

Des Moines, Iowa

### AGENDA

- **Welcome**
  
- **Approve Minutes from April 25, 2018 Meeting**
  
- **Chairman's Report**
  - Year in Review
  - Recognition of Outgoing Directors
  
- **#ACCE18**
  - Welcome from Our Host
  - Things to Keep in Mind
  
- **Governance**
  - Nominations Committee Reports
  - Election of Officers for 2018-19
  - Welcome New Directors
  - Future Considerations – the Nomination/Application Process
  - 2018 CCE Candidates
  
- **Treasurer's Report**
  - Year-end Financials
  
- **Strategic Plan Update**
  
- **ACCE Foundation – Strategic Plan Update**

# ACCE Board of Directors Meeting

April 25, 2018 | 8:30 a.m. CDT

The Ritz-Carlton  
New Orleans, Louisiana

## MINUTES

Present: Steve Baas, Rick Baker, Matt Ballard, Alisha Benson, Candace Boothby, Lyle Butler, Jay Byers, Jay Chesshir, Jane Clark, Kit Cramer, Greg Durocher, Tiffany Esposito, Shannon Full, Christy Gillenwater, Tim Giuliani, Wendy Gramza, Kelly Hall, Bob Harvey, Theresa Harvey, RaDonna Hessel, Jeff Hunt, Kris Johnson, Nancy Keefer, Angelle Laborde, Kelle Marsalis, Leonardo McClarty, Matt McCormick, Lori Mattson, Doug Minter, Ryan Mooney, Pat MulQueeney, Maria Nieves, Carlos Phillips, Pam Ridler, Joe Roman, Courtney Ross, David Rumbarger, Todd Sanders, Katie Simmons, Bill Sisson, Allen Smith, Dale Steenbergen, Lacey Toledano, Heidi Walker and Roy Williams

Excused: Dave Adkisson, Nicki Anderson, John Brewer, Heather Briccetti, David Brown, Chip Cherry, Adrienne Cole, Rob Engstrom, Kelly Fanelli, Chip Hallock, Michael Huber, Waymond Jackson, Adam Marshall, Sherry Menor-McNamara, Anthony Parkes, Tom Pierson, Christine Ross, Tony Vedda and Rob Wonderling

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

Guest: Deborah Elam, President & CEO, Corporate Playbook

*Meeting called to order by Chairman Jay Chesshir.*

### Welcome

Chesshir welcomed the group to New Orleans and thanked everyone for making time for extra meetings this month in order to allow for the strategic planning session today. Brief introductions followed.

### Minutes

Chesshir called for a motion to approve the minutes from the April 12 conference call. A motion was made by Jay Byers and seconded by Matt McCormick. *Motion carried.*

### Governance

Chesshir noted the need to formally replace Joe Reagan as Chair-elect for the remainder of this term. He made a motion to accept Nancy Keefer as Chair-elect, which the Executive Committee unanimously approved at its meeting earlier today. Christy Gillenwater seconded the motion. *Passed.*

### Strategic Planning Session

Chesshir then called on Adam Legge to facilitate the strategic planning session. This consisted of a mission-focused discussion and group work.

### Guest

Maria Nieves moderated an open dialogue with Deborah Elam about diversity, equity and inclusion.

*Meeting adjourned.*

## **Officers Slate 2018-19**

Chair	Nancy Keefer Daytona Regional Chamber of Commerce
Chair-elect	David Brown Greater Omaha Chamber of Commerce
Immediate Past Chair	Jay Chesshir Little Rock Regional Chamber
Treasurer	Leonardo McClarty Howard County Chamber of Commerce
Vice Chair	Jay Byers Greater Des Moines Partnership
Vice Chair	Kelly Fanelli Chamber of Commerce of the Palm Beaches
Vice Chair	Christy Gillenwater Chattanooga Area Chamber of Commerce
Vice Chair	Carlos Phillips Greenville Chamber of Commerce

## **At Large Members**

Metro Cities Chair	Todd Sanders Greater Phoenix Chamber of Commerce
Convention Host	Randy Gordon Long Beach Area Chamber of Commerce
ACCE Foundation Chair	Dave Adkisson Kentucky Chamber of Commerce
WCF Partnership Liaison	Tim Giuliani Orlando Economic Partnership
Strategic Pillar Community Engagement & Public Affairs	Chip Cherry Chamber of Commerce of Huntsville/Madison County
International Seat	Greg Durocher Cambridge Chamber of Commerce (Canada)

## CCE Class of 2018

Steve Baas  
Senior Vice President for Governmental Affairs & Public Policy  
Metropolitan Milwaukee Association of Commerce (WI)

Marvin Bond  
Vice President of Investor Relations  
Greater Irving-Las Colinas Chamber of Commerce (TX)

Lisa Hermes  
President & CEO  
McKinney Chamber of Commerce (TX)

Tony Howard  
President & CEO  
Loudoun County Chamber of Commerce (VA)

Jamee Jolly  
President & CEO  
Plano Chamber of Commerce (TX)

Christine Kennedy  
COO & Executive Vice President  
Lynchburg Regional Business Alliance (VA)

Sandra Lindquist  
Executive Vice President & COO  
New Orleans Chamber (LA)

Roy Nascimento  
President & CEO  
North Central Massachusetts Chamber of Commerce (MA)

Lynn Olberding  
Executive Director  
Marshalltown Area Chamber of Commerce (IA)

Jodie Perry  
President  
Richland Area Chamber of Commerce (OH)

Erin Williams  
President & CEO  
O'Fallon Chamber of Commerce & Industries (MO)

Association of Chamber of Commerce Executives  
Consolidated Projects  
For the Twelve Months Ending March 31, 2018

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	ACCE	FBI	CGEF	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	1,584,992.11	\$304,335.67	\$193,111.47		\$2,082,439.25
Investments	374,537.57	\$0.00	\$0.00		\$374,537.57
Investments - 457B	152,474.29				\$152,474.29
Investment in Subsidiary	499,320.40	\$0.00	\$0.00		\$499,320.40
Accounts Receivable - General (net)	171,963.38	\$144,119.61	\$0.00		\$316,082.99
Accounts Receivable - Trust	0.00	\$193,970.70	\$0.00		\$193,970.70
Grant Receivable			\$229,356.82		\$229,356.82
Due from Related Entities	269,541.08	\$0.00	\$0.00	(269,541.08)	\$0.00
Prepaid Expenses	66,998.18	\$7,521.73	\$0.00		\$74,519.91
Prepaid Expenses - Convention	96,973.74	\$0.00	\$0.00		\$96,973.74
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	51,368.47	\$7,077.37	\$0.00		\$58,445.84
<b>TOTAL ASSETS</b>	<b>\$3,279,481.34</b>	<b>\$658,000.08</b>	<b>\$422,468.29</b>	<b>(\$269,541.08)</b>	<b>\$4,090,408.63</b>
LIABILITIES					
Accounts Payable & Accrued Expenses	151,435.12	\$22,621.77	\$155,319.86		\$329,376.75
Accounts Payable - Trust	0.00	\$263.00	\$0.00		\$263.00
457B Liability	152,474.29				\$152,474.29
Due to Related Entities	0.00	\$155,047.75	\$114,493.33	(269,541.08)	\$0.00
Deferred Dues	779,911.55	\$0.00	\$0.00		\$779,911.55
Deferred Other	20,336.00	\$24,885.83	\$80,380.64		\$125,602.47
Deferred Rent	161,360.00	\$0.00	\$0.00		\$161,360.00
Deferred Convention	147,929.99	\$0.00	\$0.00		\$147,929.99
Capital Lease Obligations	24,212.00	\$0.00	\$0.00		\$24,212.00
<b>TOTAL LIABILITIES</b>	<b>\$1,437,658.95</b>	<b>\$202,818.35</b>	<b>\$350,193.83</b>	<b>(\$269,541.08)</b>	<b>\$1,721,130.05</b>
NET ASSETS					
Net Assets - Unrestricted	1,785,972.53	\$499,929.33	\$69,590.49		\$2,355,492.35
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	55,850.08	(\$44,747.60)	\$2,683.97		\$13,786.45
<b>TOTAL NET ASSETS</b>	<b>\$1,841,822.61</b>	<b>\$455,181.73</b>	<b>\$72,274.46</b>	<b>\$0.00</b>	<b>\$2,369,278.80</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,279,481.34</b>	<b>\$658,000.08</b>	<b>\$422,468.29</b>	<b>(\$269,541.08)</b>	<b>\$4,090,408.63</b>
	0.00		0.00		

Association of Chamber of Commerce Executives  
Consolidated Statement of Activity  
For the Year to Date Period Ending March 31, 2018

	March 18 YTD ACTUAL	March 18 YTD Budget	Actual vs. Budget YTD \$\$ Variance	Actual vs. Budget YTD % Variance
<b>FBI</b>				
Total FBI Revenue	1,162,365.17	1,146,593.00	15,772.17	1%
Total FBI Expense	1,207,112.77	1,144,164.00	62,948.77	5%
<b>FBI Net Income</b>	<b>(44,747.60)</b>	<b>2,429.00</b>	<b>(47,176.60)</b>	<b>105%</b>
<b>CGEF/ARS</b>				
Total CGEF/ARS Revenue	1,628,449.51	1,908,744.00	(280,294.49)	(17%)
Total CGEF/ARS Expense	1,625,765.54	1,866,488.00	(240,722.46)	(15%)
<b>CGEF/ARS Net Income</b>	<b>2,683.97</b>	<b>42,256.00</b>	<b>(39,572.03)</b>	<b>(1,474%)</b>
<b>ACCE</b>				
<b>Revenue</b>				
Annual Convention	1,037,457.50	966,736.00	70,721.50	7%
Awards/COY Revenue	23,400.00	26,250.00	(2,850.00)	(12%)
Certification	7,100.00	13,400.00	(6,300.00)	(89%)
Chamber Education	43,750.00	54,890.00	(11,140.00)	(25%)
Chamber Executive Magazine Rev	95,652.00	91,800.00	3,852.00	4%
Economic Development	19,297.41	19,375.00	(77.59)	(0%)
Online University	0.00	1,500.00	(1,500.00)	0%
Executive Search	13,790.34	18,000.00	(4,209.66)	(31%)
Membership Revenue	1,744,906.07	1,695,000.00	49,906.07	3%
Metro Cities Revenue	58,200.00	61,350.00	(3,150.00)	(5%)
Misc Income	14,049.65	1,000.00	13,049.65	93%
National Corporate Sponsors Revenue	227,800.00	218,700.00	9,100.00	0%
Publications & Research Revenue	4,965.00	2,500.00	2,465.00	50%
<b>Total ACCE Revenue from Operations</b>	<b>3,290,367.97</b>	<b>3,170,501.00</b>	<b>119,866.97</b>	<b>4%</b>
<b>Expense</b>				
Admin (Operations, Occupancy, Governance)	603,270.92	625,940.00	(22,669.08)	(4%)
Admin Personnel Costs	490,778.66	508,819.97	(18,041.31)	(4%)
Annual Convention	895,048.47	919,932.82	(24,884.35)	(3%)
Awards/COY Expense	21,724.30	29,617.49	(7,893.19)	(36%)
Certifications Expense	21,515.88	21,022.25	493.63	2%
Chamber Education Expense	89,504.85	75,063.87	14,440.98	16%
Chamber Executive Magazine Expense	118,542.69	127,876.89	(9,334.20)	(8%)
Divisions Expense	22,769.68	8,896.28	13,873.40	61%
Economic Development	25,042.84	25,945.48	(902.64)	(4%)
Hero	117,909.59	113,334.33	4,575.26	4%
Membership Expense	561,375.46	550,558.32	10,817.14	2%
Metro Cities Expense	55,739.01	51,521.70	4,217.31	8%
National Corporate Sponsors Expense	150,873.87	148,500.39	2,373.48	2%
Public Policy	13,997.07	15,751.79	(1,754.72)	(13%)
Publications & Research Expense	15,087.44	18,000.00	(2,912.56)	(19%)
Web Expense	31,337.16	30,431.72	905.44	3%
<b>Total ACCE Expense from Operations</b>	<b>3,234,517.89</b>	<b>3,271,213.30</b>	<b>(36,695.41)</b>	<b>(1%)</b>
<b>ACCE Net Income</b>	<b>55,850.08</b>	<b>(100,712.30)</b>	<b>156,562.38</b>	<b>280%</b>
<b>Total ACCE &amp; Affiliates Revenue</b>	<b>6,081,182.65</b>	<b>6,225,838.00</b>	<b>(144,655.35)</b>	<b>(2%)</b>
<b>Total ACCE &amp; Affiliates Expenses</b>	<b>6,067,396.20</b>	<b>6,281,865.30</b>	<b>(214,469.10)</b>	<b>(4%)</b>
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>13,786.45</b>	<b>(56,027.30)</b>	<b>69,813.75</b>	<b>506%</b>

## ACCE Finance Report

### March 31, 2018 Financial Statements (12 months into the FY)

- **Balance Sheet**

Our cash position is strong: more than \$2 million. “Due from related entities” is the amount owed to ACCE by FBI and CGEF for ordinary operational expenses and consulting. Please note that these amounts were reduced in March due to quarterly payments between entities. ACCE consolidated net assets are standing at \$2.37 million.

- **Consolidated Statement of Activity**

Certifications – CCE revenue is lower than budget. By March 31 we had collected 19 out of 33 recertifications at \$200 each. We expect to collect the other 14 but this will be after March 31, 2018, the end of the fiscal year. Other CCE-related collections also were budgeted for FY 2017-18 but will take place in FY 2018-19.

- Chamber Education – Included in this line item is the Events Conference (Oct. 2017) and the Sales Conference (March 2018). This line item is under budget due to fewer full registrants (6) than budgeted for the Event Conference and fewer full registrants (14) for the Sales Training than budgeted. This was primarily due to Horizon members, who attend conferences at no cost as part of their enhanced membership.
- Executive Search – Included in this line item are royalties from search firms for placing candidates into various positions within chambers across ACCE’s membership. The budgeted amount is just an estimate and the actual amounts received will vary based on the current demand and the positions filled.
- Membership Revenue – We are very pleased to have progressed 3% above the optimistic budget projection on dues. This is largely due to increased compliance with the schedule – and of course new member sales that exceed non-renewals.
- Miscellaneous Income - Included in this item is a \$10k contribution from CGEF toward the CEO search expenses that were incurred during the search process held last fiscal year.
- Convention – ACCE’s Nashville convention was the largest on record, with revenue 7 percent over the budgeted amount, thanks to registrations totaling about \$661,000 and exhibitor/sponsor revenues of about \$341,000, plus CGEF contribution of \$35,000. This was ACCE’s first million-dollar convention, with total revenues topping \$1,037,000. Meanwhile expenses actually were kept down to \$895,000, or 3 percent *below* budget. Attendance passed the Cincinnati record of 1,007, edging past 1,200, while sponsor/exhibitor booths totaled 96, well above the previous year’s 80. It was an annual meeting for the record books.
- Division Expense – Expenses in this line item are over budget due to expenses related to an unbudgeted consultant for the Diversity and Inclusion division.
- Net Income – For the fiscal year, the ACCE net is significantly better than budget: \$55,850, as against the budgeted negative \$100,712. CGEF is running behind budget. FBI also is running behind budget due to overlapping CEO salaries for four months and larger than budgeted sales commissions for Stacey Breslin. Consolidated revenues are \$13,786 to the positive.

Association of Chamber of Commerce Executives  
Consolidated Projects  
For the Two Months Ending May 31, 2018

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	ACCE	FBI	CGEF	Eliminations	CONS
Consolidated Balance Sheet					
<b>ASSETS</b>					
Cash	1,732,008.96	\$365,614.67	\$112,337.73		\$2,209,961.36
Investments	374,537.57	\$0.00	\$0.00		\$374,537.57
Investments - 457B	152,474.29	\$0.00	\$0.00		\$152,474.29
Investment in Subsidiary	499,320.40	\$0.00	\$0.00		\$499,320.40
Accounts Receivable - General (net)	143,158.92	\$179,526.29	\$0.00		\$322,685.21
Accounts Receivable - Trust	0.00	\$273,960.36	\$0.00		\$273,960.36
Grant Receivable	0.00	\$0.00	\$187,204.99		\$187,204.99
Due from Related Entities	455,939.09	\$0.00	\$0.00	(455,939.09)	\$0.00
Prepaid Expenses	69,111.08	\$10,425.41	\$0.00		\$79,536.49
Prepaid Expenses - Convention	144,032.94	\$0.00	\$0.00		\$144,032.94
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	47,547.12	\$5,075.21	\$0.00		\$52,622.33
<b>TOTAL ASSETS</b>	<b>\$3,629,442.49</b>	<b>\$835,576.94</b>	<b>\$299,542.72</b>	<b>(\$455,939.09)</b>	<b>\$4,308,623.06</b>
<b>LIABILITIES</b>					
Accounts Payable & Accrued Expenses	96,156.43	(\$0.22)	\$89,840.91		\$185,997.12
Accounts Payable - Trust	0.00	\$263.00	\$0.00		\$263.00
457B Liability	152,474.29	\$0.00	\$0.00		\$152,474.29
Due to Related Entities	0.00	\$340,922.53	\$115,016.56	(455,939.09)	\$0.00
Deferred Dues	707,650.06	\$0.00	\$0.00		\$707,650.06
Deferred Other	34,532.09	\$24,885.83	\$14,849.51		\$74,267.43
Deferred Rent	161,360.00	\$0.00	\$0.00		\$161,360.00
Deferred Convention	575,837.49	\$0.00	\$0.00		\$575,837.49
Capital Lease Obligations	24,212.00	\$0.00	\$0.00		\$24,212.00
<b>TOTAL LIABILITIES</b>	<b>\$1,752,222.36</b>	<b>\$366,071.14</b>	<b>\$219,706.98</b>	<b>(\$455,939.09)</b>	<b>\$1,882,061.39</b>
<b>NET ASSETS</b>					
Net Assets - Unrestricted	1,841,822.61	\$455,181.73	\$72,274.46		\$2,369,278.80
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	35,397.52	\$14,324.07	\$7,561.28		\$57,282.87
<b>TOTAL NET ASSETS</b>	<b>\$1,877,220.13</b>	<b>\$469,505.80</b>	<b>\$79,835.74</b>	<b>\$0.00</b>	<b>\$2,426,561.67</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,629,442.49</b>	<b>\$835,576.94</b>	<b>\$299,542.72</b>	<b>(\$455,939.09)</b>	<b>\$4,308,623.06</b>
	0.00		0.00		

Association of Chamber of Commerce Executives  
Consolidated Statement of Activity  
For the Year to Date Period Ending May 31, 2018

	May 18 YTD ACTUAL	May 18 YTD Budget	2018-19 Annual Budget	Actual vs. Budget YTD \$\$ Variance	Actual vs. Budget YTD % Variance
<b>FBI</b>					
Total FBI Revenue	191,623.82	190,166.67	1,141,000.00	1,457.15	1%
Total FBI Expense	177,299.75	190,139.67	1,140,838.00	(12,839.92)	(7%)
<b>FBI Net Income</b>	<b>14,324.07</b>	<b>27.00</b>	<b>162.00</b>	<b>14,297.07</b>	<b>100%</b>
<b>CGEF/ARS</b>					
Total CGEF/ARS Revenue	125,400.93	541,158.00	2,003,833.00	(415,757.07)	(332%)
Total CGEF/ARS Expense	117,839.65	487,762.00	1,948,953.00	(369,922.35)	(314%)
<b>CGEF/ARS Net Income</b>	<b>7,561.28</b>	<b>53,396.00</b>	<b>54,880.00</b>	<b>(45,834.72)</b>	<b>(606%)</b>
<b>ACCE</b>					
<b>Revenue</b>					
Annual Convention			880,603.00	0.00	0%
Awards/COY Revenue	17,049.00	18,000.00	22,750.00	(951.00)	(6%)
Certification	1,200.00		15,000.00	1,200.00	100%
Chamber Education	15.00		29,600.00	15.00	100%
Chamber Executive Magazine Rev	1,395.00		82,560.00	1,395.00	100%
Economic Development			31,475.00	0.00	0%
Online University			1,000.00	0.00	0%
Executive Search	4,121.50	1,333.33	8,000.00	2,788.17	68%
Membership Revenue	295,346.62	293,299.67	1,759,798.00	2,046.95	1%
Metro Cities Revenue	1,500.00	0.00	63,050.00	1,500.00	100%
Misc Income	2,218.42	166.67	1,000.00	2,051.75	92%
National Corporate Sponsors Revenue	10,220.00		260,980.00	10,220.00	0%
Publications & Research Revenue	926.00		3,000.00	926.00	100%
<b>Total ACCE Revenue from Operations</b>	<b>333,991.54</b>	<b>312,799.67</b>	<b>3,158,816.00</b>	<b>21,191.87</b>	<b>6%</b>
<b>Expense</b>					
Admin (Operations, Occupancy, Governance)	95,242.28	90,230.00	541,380.00	5,012.28	5%
Admin Personnel Costs	37,017.25	84,975.46	509,852.77	(47,958.21)	(130%)
Annual Convention			783,984.11	0.00	0%
Awards/COY Expense	3,223.51	5,784.92	34,709.51	(2,561.41)	(79%)
Certifications Expense	1,550.90	4,788.16	28,728.96	(3,237.26)	(209%)
Chamber Education Expense	8,239.66	7,667.41	46,004.45	572.25	7%
Chamber Executive Magazine Expense	9,863.29	10,100.00	115,211.10	(236.71)	(2%)
Divisions Expense	1,586.99	1,512.76	9,076.53	74.23	5%
Economic Development			38,900.00	0.00	0%
Hero	20,007.49	27,784.68	166,708.08	(7,777.19)	(39%)
Membership Expense	87,587.27	88,782.92	532,697.51	(1,195.65)	(1%)
Metro Cities Expense	598.28	1,000.00	55,930.30	(401.72)	(67%)
National Corporate Sponsors Expense	28,991.29	29,340.76	176,044.58	(349.47)	(1%)
Public Policy			8,510.01	0.00	0%
Publications & Research Expense	2,611.70	2,750.00	16,500.00	(138.30)	(5%)
Web Expense	2,074.11	3,250.00	94,425.51	(1,175.89)	(57%)
<b>Total ACCE Expense from Operations</b>	<b>298,594.02</b>	<b>357,967.07</b>	<b>3,158,663.42</b>	<b>(59,373.05)</b>	<b>(20%)</b>
<b>ACCE Net Income</b>	<b>35,397.52</b>	<b>(45,167.40)</b>	<b>152.58</b>	<b>80,564.92</b>	<b>228%</b>
<b>Total ACCE &amp; Affiliates Revenue</b>	<b>651,016.29</b>	<b>6,303,649.00</b>	<b>6,303,649.00</b>	<b>(5,652,632.71)</b>	<b>(868%)</b>
<b>Total ACCE &amp; Affiliates Expenses</b>	<b>593,733.42</b>	<b>6,248,454.42</b>	<b>6,248,454.42</b>	<b>(5,654,721.00)</b>	<b>(952%)</b>
<b>Total ACCE &amp; Affiliates Net Income</b>	<b>57,282.87</b>	<b>55,194.58</b>	<b>55,194.58</b>	<b>2,088.29</b>	<b>4%</b>

## **ACCE Finance Report**

### **May 31, 2018 Financial Statements (2 months into the FY)**

#### **Balance Sheet**

Our cash position is strong with over \$2.2 million. Prepaid expenses are up to \$144K due to the convention. Convention deferred revenue is up to \$575k. Total net assets are standing at \$2.4 million.

#### **Consolidated Statement of Activity**

Membership Revenue – ACCE membership continues to confound expectations. We are 1 percent above our optimistic budget projections for dues. ACCE’s dollar membership revenues have risen for several years running and while at some point they may level off or dip, it hasn’t happened yet. The growth is largely due to increased compliance with the schedule and the Horizon Investor Level membership category – and of course new member sales that exceed non-renewals.

Convention – as you can see from the reports, we have not yet applied revenue or expenses to the convention. At this point, registration appears to be above budget and exhibitor/sponsor revenue is trending so that it may equal or slightly exceed budget (with several last-minute booths being signed up in June). Expense variations occur in every convention due to mid-conference changes, member requirements and management decisions.

Net Income – two months into the year the ACCE net is better than budget. FBI is running slightly ahead of budget and CGEF has a positive net income (beating budget) but is a bit slow on revenue (short of budget). CGEF, which is dependent on foundation grants, can vary significantly in its short-term revenues even though the long-term trend has been steady and high. Foundation funding for the next ten months is looking very good.



# ACCE FOUNDATION STRATEGIC PLAN

**DRAFT:**

Updated July 1, 2018

New Foundation Logo currently in development

# ACCE FOUNDATION STRATEGIC PLAN OVERARCHING GOALS



Align ACCE Foundation programming and fundraising activities with ACCE strategic plan and member priorities



Expand and diversify the footprint of Foundation supported community advancement programming to impact more ACCE members and their communities



Strengthen organizational capacity of ACCE Foundation through establishment of new processes



Raise awareness of the catalytic role chambers play in their communities, and increase the scope of impact by telling stories that showcase the success of program alumni and others reached by ACCE Foundation's programs and resources



Strengthen the evaluation and metrics of ACCE Foundation efforts, act on member feedback and measure and report on progress; create frameworks to measure the outcomes of new ACCE Foundation initiatives

## ACCE FOUNDATION MISSION

**The mission of the ACCE Foundation is to support the Association of Chamber of Commerce Executives (ACCE) by providing chamber leaders with tools, research, and knowledge needed to be players in shaping the future of their communities.** To that end, ACCE Foundation will work to strengthen ACCE's position as the leading convener of, and professional development source for, business organizations across the country. ACCE Foundation believes in the power of communities working with chambers and business leadership to build sustainable and inclusive growth. A strong and engaged business community is essential for community prosperity and chambers are well positioned to provide the catalytic leadership needed to create meaningful change.

ACCE Foundation will build upon the success of its efforts in the workforce development arena via the Education Attainment Division, as well as pursuing work in other core areas of interest to the chamber community. The Foundation embraces ACCE's Horizon Initiative – a research study of the nine most impactful influences shaping the future of the chamber community and the businesses they represent - and will use this as a guiding principle towards the development of resources and programming.

## CURRENT MARKET COMPETITION

ACCE and its Foundation are best positioned to provide resources, services, research and professional development for chamber of commerce executives.

However, many organizations attempt to speak on behalf of the business community or approach national funders with the concept of providing a platform for sustained business engagement. These include, but are not limited to: the U.S. Chamber of Commerce, Business Roundtable, National Federation of Independent Business (NFIB), as well as various industry councils and associations, including special interest groups such as the National Women's Business Council. Other prominent players that engage the business community around particular issue areas include: National Skills Coalition, Council for a Strong America, National Immigration Forum and America's Promise.

The greatest competition for ACCE and ACCE Foundation is the U.S. Chamber of Commerce. The U.S. Chamber is adept at fundraising and creates custom "road show" opportunities on topics pertinent to foundations and major funders. The organization is well resourced, and promotes its ability to galvanize the chamber community around key issues. The U.S. Chamber's Foundation has had success in building the Talent Pipeline Management™ (TPM) initiative and TPM Academy™ and partnering with foundations on research topics ranging from community health to career readiness. A recent project on technology and data helped the U.S. Chamber secure funding from one of ACCE Foundation's early partners, Lumina. In recent years, the U.S. Chamber has also become more successful at partnering with local/regional chambers across the country. In addition, they have a strong advocacy team and policy agenda, particularly at the federal level, which positions them for funding with an advocacy or policy component. A challenge faced by ACCE Foundation is that there is a lack of understanding from foundation leaders and funders about the distinctions between the U.S. Chamber and ACCE, and the unique value proposition we bring.

ACCE can shift this narrative by continually stressing our differentiators, including a networked approach that is not focused on inside-the-beltway, D.C. political priorities. We instead lead via a collective voice reflecting diverse communities across America. No organization has a better pulse of the chamber community than ACCE.



Following a meeting at the Detroit Regional Chamber, participants in ACCE's Fellowship for Education Attainment took a walking tour of the city guided by Aaron Foley, Detroit's chief storyteller to learn about the city's struggles and resurgence.

ACCE and ACCE Foundation will seek to make the greatest impact on chambers and communities via a strategic plan to address opportunities and challenges. This strategic plan encompasses four specific areas: **(1) Programming; (2) Engagement and Visibility; (3) Development of Administrative Capacity; and (4) Fundraising.**

### 1. PROGRAMMING

**ACCE and its Foundation improve the capacity of chambers of commerce to engage business leaders and community stakeholders in the pursuit of sustainable and inclusive economic growth.**

Chambers are the catalysts for change in areas critical to community vibrancy and success. To ensure that chambers are armed with the information, tools and resources necessary to advance their communities, ACCE Foundation has developed the following programmatic goals to strengthen the work of the ACCE and its members.

#### *Education and Talent Pipeline Goals*

The Education Attainment Division continues to be the largest and highest growth area of work within the ACCE Foundation. High funder interest means that trend is likely to continue. ACCE Foundation will need to leverage this interest level and prioritize commitment to cradle-to-career issues impacting chambers. ACCE Foundation will work to:

- Expand programming that aligns with the Horizon Initiative
- Strengthen program evaluation to measure community impact and progress
- Build robust feedback loops with ACCE members



The Greater Cleveland Partnership's Commission on Economic Inclusion hosting a group of diversity, equity and inclusion professionals from chambers and community partners across the country to share best practices on regional approaches to inclusive growth.

and funders to align goals and build more meaningful and impactful education and talent development programming

- Tell success stories that highlight chamber leadership in order to showcase the strategic roles chambers play in communities, highlight impact to funders, and inspire more chambers to engage in this critical work

### ***Diversity, Equity & Inclusion Goals***

The ACCE Board of Directors formally adopted this inclusion commitment statement in October 2015:

For the betterment of the association, chamber leaders and the communities they serve, ACCE will champion access and equity of opportunity through intentional inclusion of all.

ACCE Foundation supports the ACCE Diversity, Equity and Inclusion (DEI) Division's commitment to expanding its programming to help more chambers build economically and socially inclusive regions and organizations. In order to support the continued growth in this programming area, ACCE Foundation will pursue funding to help chambers build capacity in critical areas including: economic inclusion, leadership diversity, community health, education equity, minority business development and employer-led fair hiring practices.

- ACCE Foundation will build capacity for additional DEI programming through:
  - A cohort-based professional development program for chamber staff that lead diversity, equity and inclusion work

- Convenings of chamber leaders to showcase best practices and facilitate peer learning
- More comprehensive programming at convention for chambers at all DEI experience levels
- Refined and strengthened DEI programming across all key areas of ACCE operation, including networks, information and resources, and professional development
- Provide DEI Division leadership with consulting support to create metrics and a framework to measure outcomes for diversity, equity and inclusion work
  - Regularly measure and report on this progress
- Obtain dedicated funding to advance this work

### ***Economic and Community Development Goals***

As chambers of commerce shift focus away from transactional value and towards mission-based value, ACCE Foundation will continue to support ACCE's body of work related to economic and community development. Relevant areas of focus include economic mobility, community health, quality of place, education equity, workforce housing, public transit, social services and more. Integration between ACCE Foundation efforts and relevant ACCE divisions will better showcase catalytic chamber leaders and allow for best practices to reach a broader segment of the chamber community. Fundable areas include:

- Evolution of the Horizon Initiative from a strategic document into a hands-on resource that highlights effective tactics and best practices
- Community advancement programming that showcases the significant role chambers can play in shaping programs and policies to promote economic growth, community prosperity and equity of opportunity.

### ***Emerging Programming***

Chamber of commerce work requires agile and catalytic leadership. ACCE Foundation remains committed to assisting ACCE in its quest to continually "look around the corner" to identify trends impacting the chamber industry, chamber members and communities. Using the Horizon Initiative as a starting point, the Foundation will seek to find funding opportunities in areas related to this research but will also remain nimble should other emerging programmatic areas arise that can help serve the chamber community.

## 2. ENGAGEMENT AND VISIBILITY

ACCE Foundation's community advancement work has grown and provided strong local and regional impacts over the last five years. However, there is still much to be done to raise awareness of and create engagement for all ACCE members. As we work to achieve this goal, we must build ACCE's communications, assessment and consulting capacity. The following are the recommended strategies:

### *Marketing and Communications*

ACCE Foundation supports ACCE's efforts to showcase the outcomes of grants and programming in more meaningful ways. An increased focus on storytelling to show the community impact of our efforts can inspire more chambers to get engaged and result in better, more impactful reporting to funders.

There have been hundreds of recipients of ACCE Foundation scholarships and fellowships. These programs play a transformative role in the professional development of chamber leaders across the country. Increasing visibility and engagement of alumni can be critical in expanding funding. Program alumni are champions of our work. Telling their stories can be the backbone of ACCE Foundation marketing efforts to attract additional funding and greater chamber participation.

Five key areas for improved communications include:

1. Leverage all ACCE communications channels (magazine, website, emails, social media platforms, etc.) to showcase the impact of Foundation programming
2. Highlight ACCE Foundation work and program alumni during ACCE's annual convention
3. Improve integration of ACCE Foundation marketing and communications into overall ACCE marketing calendar
4. Develop visual stories and profiles to raise awareness about successful projects supported by the Foundation, including their community impact
5. Leverage video and other multimedia channels to profile program alumni as community catalysts and champions of ACCE Foundation work

## 3. DEVELOPMENT OF ADMINISTRATIVE CAPACITY

As ACCE Foundation's fundraising grows, additional staff capacity will be required across ACCE's departments in order to meet grant outcomes and manage the administration of the Foundation. In order for the Foundation to continue to grow, it will require



Participants in the Fellowship for Education Attainment discuss federal education policy with Monica Almond, Senior Associate for Policy Development and Government Relations at the Alliance for Excellent Education.

dedicated leadership from ACCE's senior management, leadership from the Los Angeles Area Chamber of Commerce, as well as the Foundation's Executive Director. Strategic guidance and intentionality are critical to the future success of the Foundation. As such, the Executive Director position will need to evolve, as resources allow, in order to prioritize Foundation management, external relations and Foundation integration with other ACCE initiatives.

Additional staff and capability needs include:

- Grant writers and fundraisers
- Grant/finance management
- Experts in select policy areas, diversity & equity, health, and workforce
- Marketing/communications staff

In order to limit organizational risk and maximize capacity building within both ACCE and the Foundation, consultants and part-time external support will be utilized wherever feasible. Cross-training existing ACCE staff in areas such as development and fundraising can also help ensure sustainability and mitigate risk to the Foundation. A flexible staffing strategy allows the organization to manage growth in a more effective way.

### *Maximizing Internal Capacity within ACCE and Foundation*

ACCE's strategic partnership with the Los Angeles Area Chamber of Commerce will continue to provide opportunities for growth and shared work. Both organizations share responsibility for grant writing, hiring staff and fulfilling grant requests. Continuing this close relationship and engaging in two-way dialogue about challenges and opportunities will ensure that we maximize resources on both coasts.



ACCE’s work to provide peer support, resources and technical assistance to chambers on smart justice issues helped the Toledo Regional Chamber host its first Re-Entry Development Initiative event — a workshop with a business-driven approach to assist employers in hiring ex-offenders and others with potential employment barriers. Similar efforts in Kentucky, South Carolina and Florida have been highlighted in Chamber Executive magazine.

#### 4. FUNDRAISING

Defining ACCE Foundation’s strategic direction, and educating potential funders on the important role chambers of commerce can play in community advancement, are critical to growing the Foundation’s fundraising capacity. To provide clarity, ACCE Foundation has adopted the following Case Statement to be used for funding requests:

##### *Case Statement*

The Association of Chamber of Commerce Executives (ACCE) improves the capacity of chambers of commerce to engage business leaders and community stakeholders in the pursuit of sustainable and inclusive economic growth. Chambers of commerce are community catalysts that work to improve education and workforce development outcomes for all; strengthen community health; boost quality of life and community vibrancy; create access and opportunities for meaningful employment, and promote diversity, equity and inclusion.

ACCE’s Foundation was established to fund programming, peer-to-peer learning, and leadership development for chamber professionals seeking to create positive change by addressing the issues that challenge the long-term economic health and quality of life in our country’s cities and towns. At the forefront of our work is the belief that a growing, inclusive economy provides meaningful employment opportunities and thriving communities for all residents.

Fundraising and therefore grant fulfillment, should be aligned with this case statement, and ACCE’s strategic plan priorities.

ACCE Foundation has several opportunities to advance its development efforts. Potential areas of improvement include:

1. Monthly development leadership meetings with all key players from ACCE, the Los Angeles Chamber, development consultants and ACCE Foundation volunteer leadership
2. Regular internal coaching on prospective funders, solicitation process and identification of appropriate primary contacts at prospective funding institutions
3. Year-long marketing and communications schedule to be utilized by ACCE Foundation to ensure better integration between development and Foundation programming
4. Diversification of funding sources to include more unrestricted grants, including corporate funders
5. Alumni annual funding campaign

##### *Develop Team Skills and Build Relationships with Third Parties*

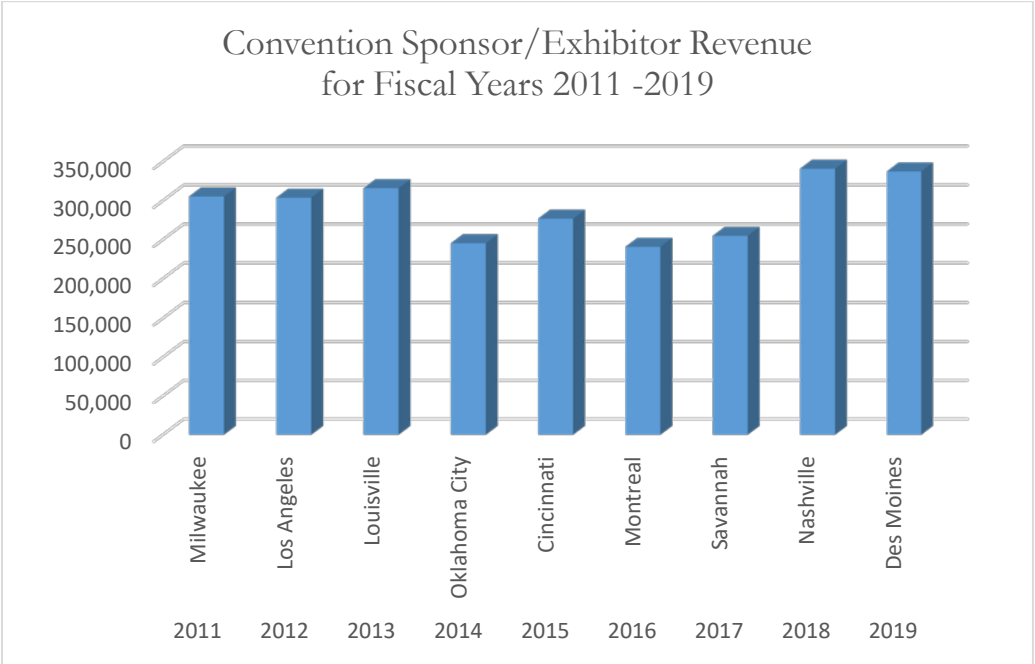
- Have select staff regularly attend grant makers conferences and events on best practices for fundraising and grant delivery
- Attend and/or speak at regional events pertaining to the following topics:
  - Workforce development/Talent pipeline
  - Education
  - Diversity, equity, inclusion
  - Health and wellness
  - Economic development

**ACCE Revenue Programs**  
**Chris Mead, Sr. Vice President**

**Convention Exhibit/Sponsorship Results Looking Strong**

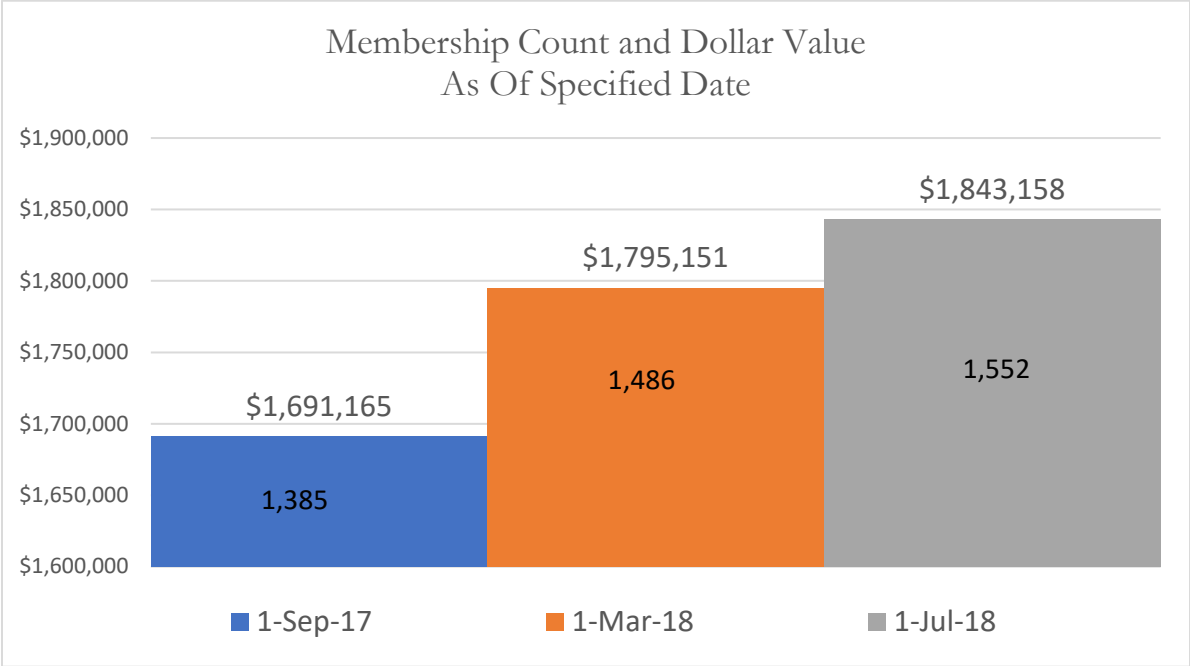
Preliminary results for exhibits/sponsorship/advertising for the Des Moines convention look very strong – better than any other convention except Nashville’s, and not all revenue is booked yet. Our current revenue total is \$337,480.

Dates represent fiscal years. Hence Des Moines is shown in 2019 because it falls within ACCE’s 2018-19 fiscal year. Savannah revenue is unusually light because its \$60,000 local sponsorship came via in-kind contributions rather than a cash contribution.

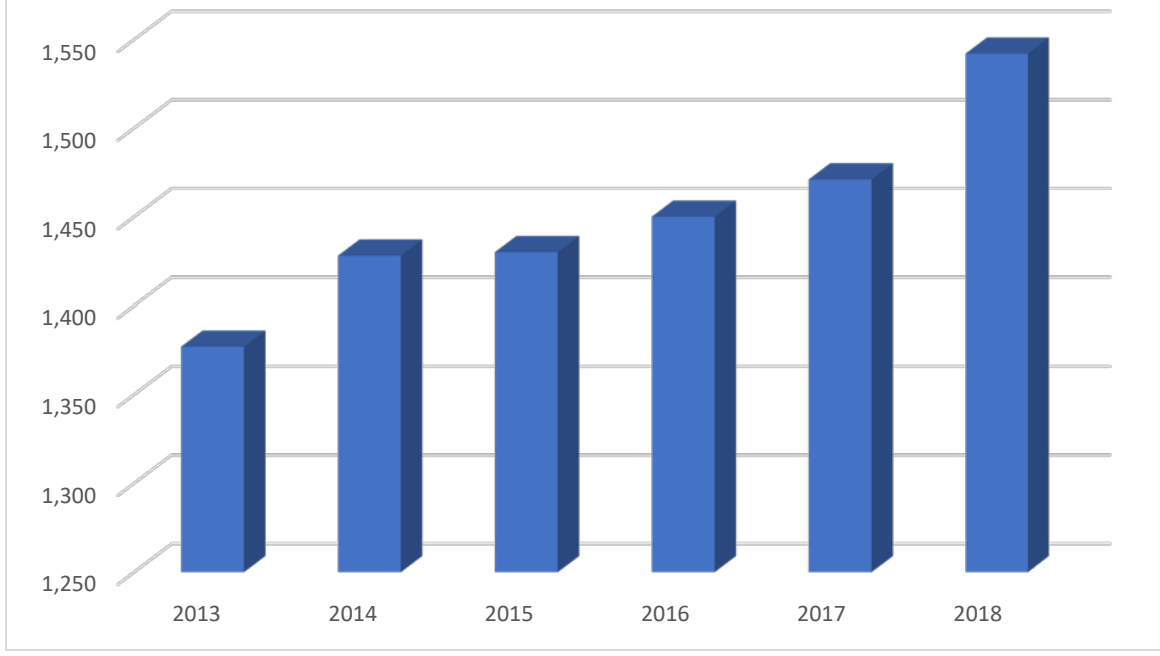


**Membership Report**  
**Tamara Philbin, Chief Operating Officer**

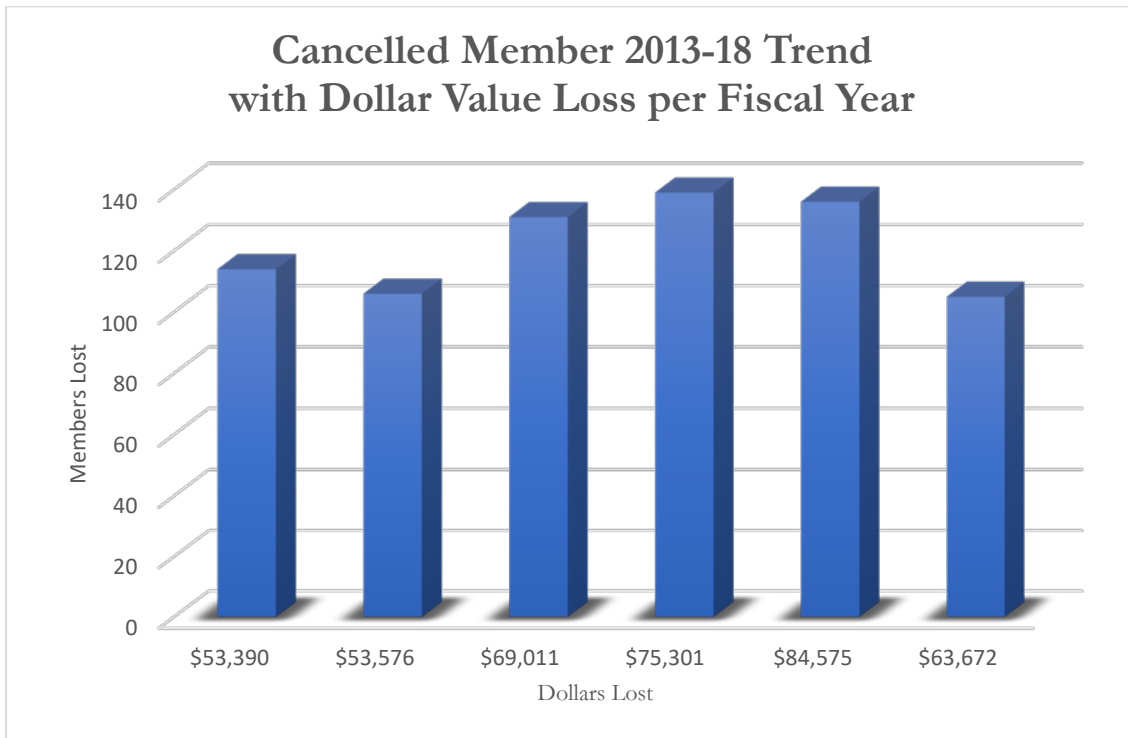
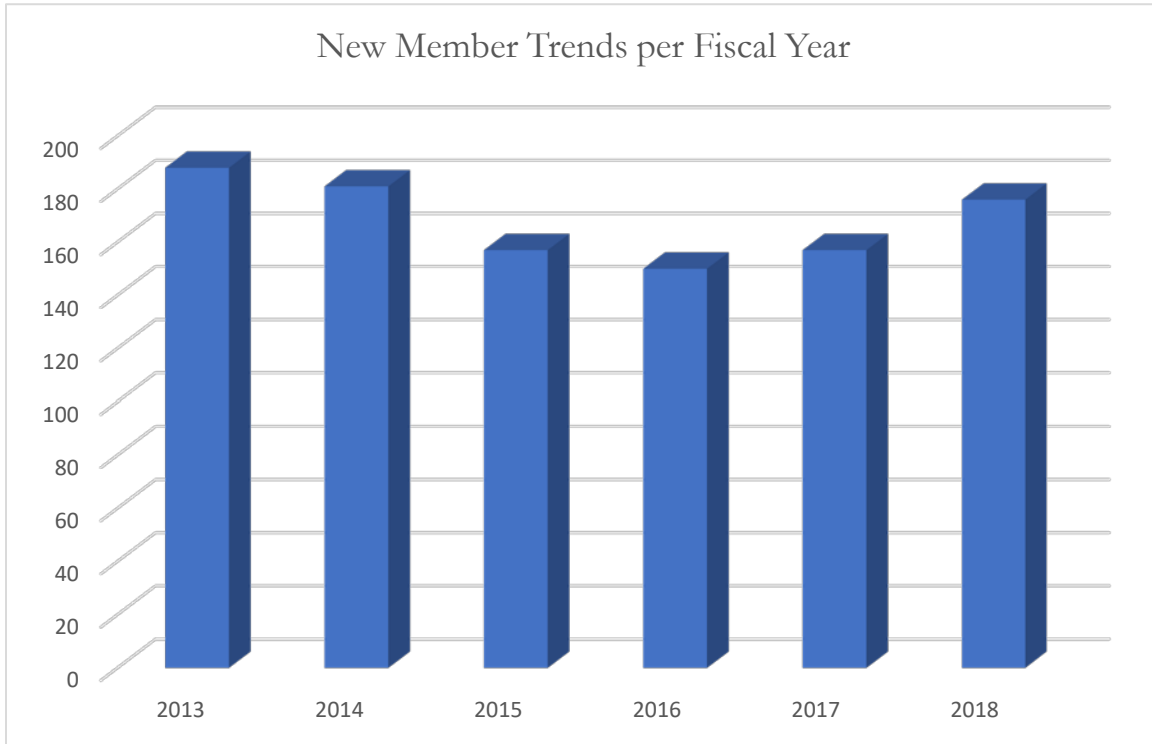
Below shows ACCE membership growth in both number of members and total dues value from September 1, 2017 through July 1, 2018. The second chart shows year-over-year membership growth.



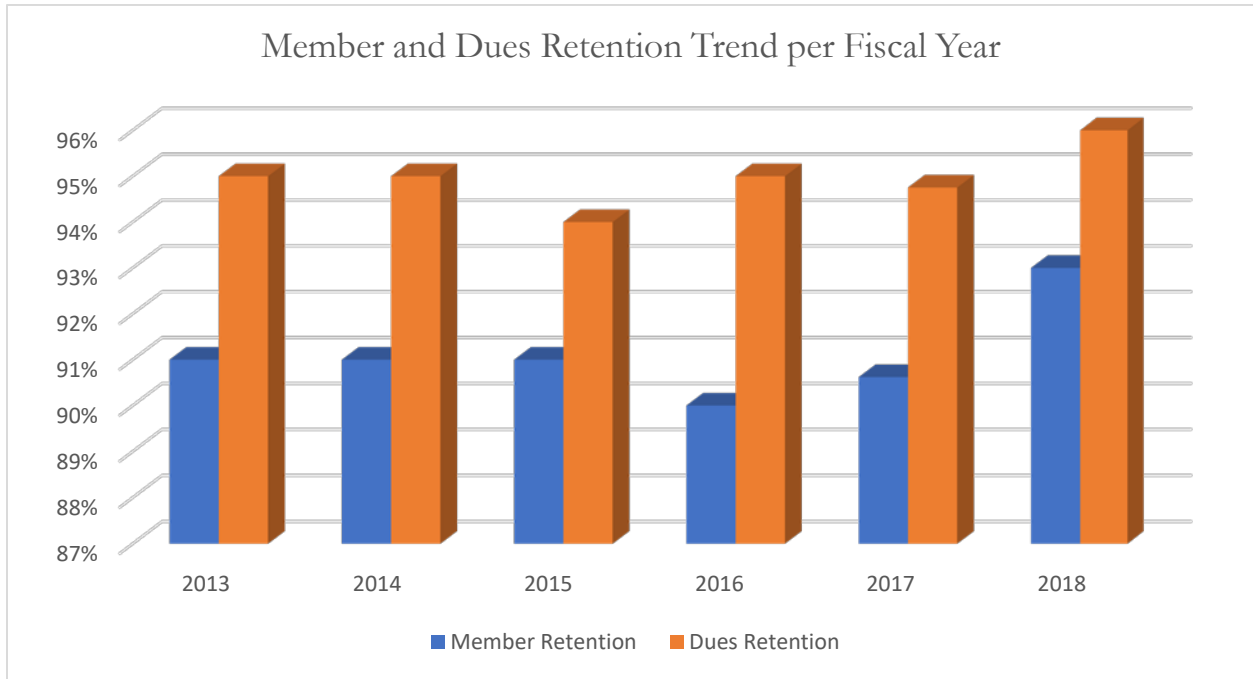
Member Number Trends per Fiscal Year



The change in our dues schedule which increased our lowest investment level impacted our membership numbers from 2014-16, however we've continued to rebound.



ACCE's retention rate has also rebounded from the loss of members resulting from the dues increase.



## **Professional Development & Convention**

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

#### **Convention 2018**

Attendance: as of the date of this report we have 791 full registrations. We didn't anticipate matching the recorded-breaking number from Nashville, however we are very pleased and anticipate being close to budget. The Des Moines Partnership continues to be a great partner and has helped plan one of the most knowledge-rich conventions to date!

Finance: as you can see from the reports, we have not yet applied revenue or expenses to the convention. At this point, we anticipate registration, sponsors and exhibitors to end close to total revenue budget. Expense variations occur in every convention due to mid-conference changes, member requirements and management decisions.

#### **CCE**

We will have 11 CCEs walk across the stage this year. This is the highest number of CCEs in a long time! The CCE Commission continues to help staff keep ACCE's certification program as one of the most prestigious designations in the chamber industry.

#### **HERO**

The newest [Chamber Operations publication](#) - one of our most comprehensive benchmarking resources - is available in the bookstore and free for Horizon and All ACCEss Pass members. The Salary Survey publication will be available for members later this fall – CEOs or staff delegates can input salary info now in [Dynamic Chamber Benchmarking](#) and get instant personalized comparison reports and charts.

# Networks Report

## July 2018

*For the benefit of new board members, this report includes background information and recent activity reports from each of ACCE's subgroups. Future reports will focus on the latest developments. For more information about network activities, or to get your key staff plugged in to a division, contact the staff liaison or division chair.*

### **Networks Structure**

ACCE divides networks into two categories: Divisions and Community Peer Groups. Divisions are peer groups based on professional discipline and are open to any chamber professional with responsibilities in that area. Community Peer Groups are open to Chamber CEOs and based on community size and/or regional economic focus.

### **Division Updates:**

#### **Diversity, Equity & Inclusion Division**

**Incoming Chair:** Brian E. Hall, Senior VP and Executive Director, The Commission on Economic Inclusion, A program of The Greater Cleveland Partnership

**Outgoing Chair:** Doug Minter, Director of Small Business Development, Knoxville Chamber

**Staff Liaison:** Will Burns

**Background:** This peer group, launched in 2012, focuses on chamber diversity and inclusion initiatives and minority business development programs. The group convenes conference calls every month, organizes workshops at the annual convention and contributes regularly to Chamber Executive magazine and the HERO resource library. The division benchmarks industry leading practice in workforce, workplace and marketplace diversity.

**Recent Activity:** Division leadership continues to develop resources and checklists to help guide chamber efforts in key areas of diversity and inclusion work, from board and staff diversity, to entrepreneurial services and supplier diversity. We continue to hold monthly peer connection calls. This year, we plan to add quarterly deep dive calls for chambers with more robust programming in this area. Several breakout sessions on diversity and inclusion topics have been developed for convention.

#### **Economic and Community Development Division**

**Incoming Chair:** Lucia Cape, Senior Vice President, Economic Development, Huntsville/Madison County Chamber

**Outgoing Chair:** Ryan Mooney, CEcD, Senior Vice President, Economic Development, Springfield Area Chamber of Commerce

**Staff Liaison:** Karen Haggerty/Will Burns

**Background:** To support the important economic development role that chambers play, more than 50 ACCE member chambers invested in the organization in 2009 to establish the Economic and Community Development (ECD) Division. Since then ACCE has featured economic development programming at its convention and throughout the year. One of our most successful and valued annual programs is the Connecting with Site Consultants event where participants build relationships with a select group of corporate site selection consultants.

**Recent Activity:** Division activity has been focused on the planning of the annual Connecting with Site Consultants program. Six consultants have been recruited. In addition to their participation in the roundtable program on July 19, three of them will participate in a convention session on July 18 at 2 p.m., which will be open to all attendees: Lessons from Site Selectors.

## **Education & Talent Development Division**

**Co-Chairs:** Nancy Eisenbrandt, Chief Workforce Development Officer and COO, Nashville Area Chamber of Commerce and Alisha Benson, Chief Operations Officer, Greater Spokane Incorporated

**Staff Liaisons:** Alysia Bell, Will Burns, Emily Counts, Edgar Castillo and Gerry Feeney

**Background:** ACCE and the Los Angeles Area Chamber of Commerce formed the Education Attainment Division (EAD) in 2011 to combine the L.A. Chamber's education and workforce development expertise with ACCE's nationwide reach. Supported by grants from major foundation partners, EAD works to improve the capacity of chambers to engage their business communities to have a measurable and sustainable impact on education and workforce development outcomes. The advisory board decided to change the division name this year to Education & Talent Development Division.

**Recent Activity:** Thanks to the Austin Chamber for hosting 40 chamber workforce development leaders for the division's annual meeting in March 2018. Planning for the 2019 annual meeting is underway.

The division developed a full track of education and workforce-focused sessions, consultations, and networking opportunities during the convention in Des Moines. The fifth cohort of the Fellowship for Education & Talent Development has been selected and will kick off its meetings in September in Washington, D.C. We will also launch a new cohort-based professional development program this fall focused on community health, thanks to the support of the Robert Wood Johnson Foundation.

## **Government Relations Division**

**Chair:** Steve Baas, Senior Vice President, Governmental Affairs, Metropolitan Milwaukee Association of Commerce

**Staff Liaison:** Will Burns

**Background:** The division enhances the professional and technical expertise of chamber of commerce professionals charged with government relations responsibilities. Participants share perspectives and best practices on policy issues and chamber processes for running a government relations program. The division has a scheduled conference call on the fourth Thursday of every month. These calls are open peer discussions that occasionally feature an expert guest speaker.

**Recent Activity:** The division continues to enjoy active participation on monthly calls. Recent topics included federal education and transportation funding and inclusive economic development. The Division will meet at convention and planning is underway for the division's fall meeting. The meeting is open to any full-time government relations staffer from an ACCE member chamber.

## **Marketing & Communications Division**

**Chairs:** Tiffany Tauscheck, CDME, Chief Strategy Officer, Greater Des Moines Partnership

**Staff Liaison:** Ben Wills/Will Burns

**Background:** The Communications Division advances the role of chamber communicators by creating peer connections and sharing best practices to improve marketing and communications for all chambers and strengthen the chamber movement. Division members help organize and judge the annual Awards for Communications Excellence Program.

**Recent Activity:** The division will hold an in-person meeting during convention to create a programming schedule for the year ahead.

## **Membership Development Division (MDD)**

**Incoming Chair:** Kelly Fanelli, Membership Director, Chamber of Commerce of the Palm Beaches (Fla.)

**Incoming Chair-Elect:** Rebecca Wood, Director of Member Services, Calgary Chamber

**Outgoing Chair:** Kelle Marsalis, CCE, IOM, Vice President, Strategic Initiatives, Dallas Regional Chamber

**Staff Liaison:** Susan McGuire

**Background:** This division supports chamber professionals responsible for membership development, sales and non-dues revenue. This division originated from the stand alone nonprofit organization, the National Association for Membership Development (NAMD) which merged with ACCE in 2004. The MDD past chair, chair and chair elect have voting seats on ACCE's Board of Directors. The division runs the highly competitive Circle of Champions Sales Contest, hosts webinars and conference calls and organizes a programming track at the annual convention. The division also organizes standalone sales and events training conferences, aimed at helping chamber professionals network and learn from each other.

**Recent Activity:** The annual Circle of Champions Sales Contest wrapped up on May 31, and Lifetime Sales Achievement Award recognition was earned by 22 members. This year we initiated a popular sales mentorship program running from February through December 2018, with 16 experienced chamber membership and sales professionals paired with more junior counterparts from similar-sized chambers. Applications for our 2019 program will be accepted beginning in December. We also began a new roundtable series for newer membership professionals and will expand on opportunities for this group in the 2018-2019 program year. At convention, we will offer an array of educational sessions on membership and revenue-generation topics. The division meeting will be a round table problem-solving session facilitated by our Advisory Board. Our fall webinar schedule begins in September with a presentation by Cathi Hight on journey mapping for chambers.

## **Community Peer Group Updates:**

### **Metro Cities Council**

**Incoming Chair:** Todd Sanders, President & CEO, Greater Phoenix Chamber

**Outgoing Chair:** David Brown, President & CEO, Greater Omaha Chamber

**Staff Liaison:** Will Burns

The Metro Cities Council is a peer group for the CEOs of the largest regional chambers in areas with a population greater than half a million. The group will meet at convention and hold a joint networking dinner with the Major Cities Council. In addition to the CEO activities at convention, a roundtable meeting and networking dinner will be held for Metro/Major senior staff. The group meets three times annually. The next meeting will be October 24-25 in Grand Rapids, Michigan.

### **Major Cities Council**

**Incoming Chair:** Shannon Full, President, TwinWest Chamber of Commerce

**Outgoing Chair:** Matt Ballard, President and CEO, Charleston Area Alliance

**Staff Liaison:** Will Burns

The Major Cities Council is a peer group for the CEOs of regional chambers in metropolitan areas with more than a quarter million residents. The group meets in person two times annually, a winter meeting and a summer meeting during convention. This year's winter meeting is in development and details will be announced soon.

### **Emerging Cities Council**

**Incoming Chair:** Tiffany Esposito, President & CEO, Bonita Springs Area Chamber of Commerce

**Outgoing Chair:** John Brewer, CAE, President and CEO, Billings Chamber of Commerce

**Staff Liaisons:** Tenja Young & Will Burns

The Emerging Cities Council, made up of CEOs from chambers representing cities with populations around 100K to 250K. Participants exchange advice and support via an email group and monthly conference calls. Recent calls focused on board member recruitment and engagement, leadership and young professional programs, and supporting local bond campaigns. The group will hold a roundtable meeting and dinner in Des Moines.

### **Hometown Chambers Council**

**Incoming Chair:** TBD

**Outgoing Chair:** Dennis Houston, IOM, President and CEO, Parker (CO) Chamber of Commerce

**Staff Liaisons:** Will Burns

Launched in 2013, this CEO subgroup serves the presidents and executive directors of chambers in smaller, standalone, often rural markets. The group convenes an in-person meeting at the annual convention, holds quarterly conference calls and stays connected through group email.

### **Destination Cities Council**

**Chair:** Chris Romer, President/CEO, Vail Valley Partnership

**Staff Liaisons:** Will Burns

A once active CEO peer group through the late 2000s, member demand reenergized the group during the 2016 Convention. This group remains connected through an email group, and plans to meet during convention.

## **University Communities Council**

**Staff Liaison:** Will Burns

Periodic calls continue and there will be a council meeting during convention. Earlier this year, the group partnered with the International Downtown Association on its annual College Town Summit.

## **Intercity Visit Organizers**

**Staff Liaison:** Will Burns

This group connects periodically by conference call to exchange best practices, share ideas, and discuss upcoming city visits. The most recent conversation addressed leveraging technology to manage your trip.

**Fringe Benefits, Inc.**  
**Lacey Toledano, IOM, Chair**

Insurance premium rates renegotiations with the insurance carriers for the 2019 rates are nearing an end. The result will be a savings for our members, specifically those utilizing the life insurance, beginning in January 2019. Renegotiations on the retirement plans is currently in progress and is expected to be wrapped up in November.

The AHC regulation passing, which allows for many associations to offer health plans to its members, has created potential new opportunities which the benefits teams is actively researching in conjunction with ACCE leadership.

Stacey's focus on the RFP activity and due diligence for both the retirement and insurance programs this year has not hampered growth efforts on the retirement plans. We are right on track for projected goals.

## ACCE External Affairs Engagement

As the national association serving and representing the chamber community, it's critical that ACCE staff spend a significant amount of time imbedded in the field both listening and assisting as needed. 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 major stakeholders, including but not limited to: media; national associations; universities, etc. This list does not include events hosted by ACCE or chamber executive meetings not held at chamber locations:

ACCE Staffer	Date	Event	Location	Description
Sheree Anne Kelly	Sept. '17	MD Chamber Executive Advisory Council	Cambridge, MD	Attended and shared brief remarks during policy and advocacy conference
Chris Mead & Sheree Anne Kelly	Sept. '17	Frederick County Chamber of Commerce	Frederick, MD	Chris presented on history of chambers at former chairmen's reception; Sheree Anne delivered brief welcome
Will Burns	Oct. '17	USCoC Government Affairs Conference	Chicago, IL	Attended
Molly Blankenship	Oct. '17	Advancing Justice Conference	Washington, DC	Attended smart justice meeting
Sheree Anne Kelly	Oct. '17	Howard County Chamber of Commerce	Columbia, MD	Met with CEO and select staff; heard about priorities and initiatives
Sheree Anne Kelly	Nov. '17	Florida Association of Chamber Professionals	Atlantic Beach, FL	Attended
Sheree Anne Kelly	Dec. '17	Ohio Metro Chamber CEOs/VPs	Columbus, OH	Attended and shared feedback from listening tour
Sheree Anne Kelly	Dec. '17	Cincinnati Regional Chamber of Commerce	Cincinnati, OH	Met with senior staff for download on their new DEI, entrepreneur and other initiatives
Will Burns	Dec. '17	AARP Business Roundtable	Washington, DC	Attended: featured potential partner and peer organizations
Sheree Anne Kelly	Dec. '17	VA-NC Chamber exec. meet-and-greet	Richmond, VA	Chamber RVA hosted a roundtable discussion for regional chamber execs
Sheree Anne Kelly & Erika Borg (contractor)	Jan. '18	Council of State Chambers Winter Meeting	Marco Island, FL	Sheree Anne presented on PAC best practices; Erika presented on Foundation funding
Michelle De Graff	Jan. '18	CANYS Winter Conference	Albany, NY	Spoke on workforce panel

Sheree Anne Kelly	Feb. '18	Western Association of Chamber Executives (W.A.C.E.) Conference	Henderson, NV	Keynote at conference
Tamara Philbin & Molly Blankenship	Feb. '18	Philadelphia Chamber's Young Professionals Leadership Mtg	Philadelphia, PA	Facilitated discussion and shared insights on integrating YP group into chamber activities
Molly Blankenship	Feb. '18	Learning Policy Institute Conference	Washington, DC	Attended conference on education attainment
Heather Birdsall (LA)	Feb. '18	Conference hosted by White House "Putting People with Criminal Records to Work"	Washington, DC	Attended roundtable with governors and business leaders on re-entry
Sheree Anne Kelly & Crystal Moore	Feb. '18	Social Capital Conference	Alexandria, VA	Attended conference for non-profit, business and foundation leaders on future of sustainable impact and philanthropy
Will Burns & Molly Blankenship	Mar. '18	Toward Racial Equity: Regional Approaches to Inclusive Business Growth	Cleveland, OH	Attended DEI convening hosted by Greater Cleveland Partnership
Will Burns	Mar. '18	Chambers & Immigration Convening	Salt Lake City, UT	Attended event hosted by New American Economy and Salt Lake Chamber
Sheree Anne Kelly	Mar. '18	U.S. Hispanic Chamber of Commerce	Washington, DC	Met with interim CEO to discuss partnerships and future collaboration
Sheree Anne Kelly	Apr. '18	Boston Chamber of Commerce & Mass. Association of Chamber Execs	Boston & Worcester, MA	Meeting with Boston Chamber team; Keynoting MACCE meeting
Sheree Anne Kelly	Apr. '18	National Black Chamber of Commerce	Washington, DC	Meeting with CEO
Sheree Anne Kelly	Apr. '18	MAKO Annual Conference	Branson, MO	Keynote at conference
Sheree Anne Kelly	May '18	National League of Cities	Washington, DC	Mayoral Briefing
Sheree Anne Kelly	May '18	Colorado Chamber of Commerce Execs	Colorado Springs, CO	Keynote at conference
Sheree Anne Kelly	May '18	Maryland Assoc. of Chamber Execs	Baltimore, MD	Keynote speaker and facilitator

Molly Blankenship	May '18	National STEM Summit	Huntsville, AL	Afterschool STEM meeting with Mott Foundation
Chris Mead	June '18	<i>Five Myths About Chamber Revenue . . . And One Legend</i>	Webinar	Chamber of Commerce Executives of Canada
Sheree Anne Kelly	June '18	TX Chamber of Commerce Executives	Grapevine, TX	Keynote speaker and panelist
Sheree Anne Kelly	June '18	Indiana Chamber of Commerce Executives	Indianapolis	Keynote speaker

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).