

Board of Directors Meeting

March 25, 2020
Via Conference Call



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

March 25, 2020

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ACCE Board of Directors Meeting

March 25, 2020 | 2:00 p.m. EDT

Via Conference Call

AGENDA

Welcome

Review & Approve Minutes from January 22, 2020 Conference Call

Coronavirus (Covid-19) Update

Treasurer's Report

- ACCE financial report
- ACCE 2020-21 budget

Governance

- Nominations update for 2020-21
 - Officers slate
 - Board of directors

Convention Update – 2020, 2021 & 2022

Closing Comments & Adjourn



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors 2020 Governance Meeting Calendar

January Via Conference Call

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

March Via Conference Call

| | | |
|---------------------|----------|-------------|
| Finance Committee | March 24 | 2:00 pm EDT |
| Executive Committee | March 24 | 3:30 pm EDT |
| Board of Directors | March 25 | 2:00 pm EDT |

July Via Conference Call

| | | |
|-------------------|--------|-------------|
| Finance Committee | July 7 | 2:00 pm EDT |
|-------------------|--------|-------------|

July 13 • Dallas

| | | |
|---------------------|---------|-------------|
| Executive Committee | July 13 | 1:30 pm CDT |
| Board of Directors | July 13 | 3:00 pm CDT |

October 28-29 • Alexandria

| | | |
|---------------------|------------|--|
| Finance Committee | October 28 | 1:00 pm EDT |
| Executive Committee | October 28 | 2:30 pm EDT |
| Board Dinner | October 28 | 6/6:30 pm EDT |
| Board of Directors | October 29 | 7:30 am EDT/breakfast 8:30 am – 2:30 pm/meeting |

Additional committee meetings via conference call announced as needed.

ACCE Board Meeting

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

MINUTES

Present: Sara Armstrong, Rick Baker, Matt Ballard, Carl Blackstone, Candace Boothby, Beth Bowman, Heather Briccetti, David Brown, Jay Byers, Adrian Cain, Lucia Cape, Chip Cherry, Adrienne Cole, Greg Durocher, Natalie English, Tiffany Esposito, Kelly Fanelli, Angela Farley, Mark Fisher, Dottie Gallagher, Christy Gillenwater, Brian Hall, Cecilia Harry, RaDonna Hessel, Kris Johnson, Nancy Keefer, Adam Knapp, Michel Leblanc, Leonardo McClarty, Kelle Marsalis, Adam Marshall, Matt McCormick, Sherry Menor-McNamara, Vincent Orange, David Pruenete, Brittany Quick-Warner, Jeff Rea, Joe Reardon, Pam Ridler, Bob Rohrlack, Jim Rooney, David Rumbarger, Bill Sisson, Vern Squier, Bryan Starr, Dale Steenbergen, Sherry Taylor, Tony Vedda, Roy Williams, Sandra Wilson and Gilbert Zavala

Excused: Robin Anderson, Chris Clark, Shannon Full, Tim Giuliani, Wendy Gramza, Michael Huber, Waymond Jackson, Megan Lucas, Carlos Phillips, Janet Riopel, Christine Ross and Todd Sanders

Staff: Sheree Anne Kelly, Alysia Bell, Stacey Breslin, Beth Bronder, Jacqui Cook, Crystal Moore, Tamara Philbin and Karen Rose

Chair David Brown called the meeting to order and welcomed all.

The board reviewed the minutes from the October 29, 2019 meeting in Alexandria. There were no changes or questions. A motion to accept the minutes was made by Bob Rohrlack and seconded by Jay Byers. *Motion carried.*

The financial report was presented by Treasurer Leonardo McClarty who noted that the 2019-20 fiscal budget was tight due to the infrastructure investments made according to our strategic plan priorities. Convention registration revenue exceeded budget expectation, while exhibitor and sponsor revenue fell just short of budget. Membership revenue is slightly trailing budget. Corporate sponsor revenue is projected to be better than budget due to increased levels of investment and a greater number of corporate sponsors. Overall revenue will likely be slightly below budget, primarily due to flattened membership growth. Even so, ACCE's cash position is strong, with consolidated net assets at \$2.8 million. Bill Sisson made a motion to approve the financial report, which was seconded by Vern Squier. *Passed.*

McClarty then presented an update on the investment strategy and outlined our new guidelines and processes. A copy of the policy was provided for review and discussion. A motion to adopt the new investment strategy was made by Chip Cherry and seconded by Brian Hall. *Passed.*

Nominating committee chair Nancy Keefer provided information about both the officer and board nominating committees, explaining the required members of each committee according to ACCE's bylaws as well as the timeline for the nominations process. She noted that the officers nominating committee will have its kick-off call in early February and that the board nominating committee will begin its work in the coming months. An update will be shared at the spring meeting in Omaha.

CEO Sheree Anne Kelly provided an update on ACCE's new strategic plan.

Crystal Moore discussed the convention site selection process and answered questions about the material provided for review. She announced that Boston will be the host city in 2021. The board was in consensus with the 2021 location. She also provided an update about this year's convention in Dallas.

Foundation Chair Roy Williams provided a brief update.

Meeting adjourned.

Association of Chamber of Commerce Executives
Consolidated Projects
For the Ten Months Ending January 31, 2020

JC-09CONSBS
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| | ACCE | FBI | Foundation | Eliminations | CONS |
|---|-----------------------|---------------------|---------------------|-----------------------|-----------------------|
| Consolidated Balance Sheet | | | | | |
| ASSETS | | | | | |
| Cash | 1,507,766.21 | \$428,037.91 | \$393,132.06 | | \$2,328,936.18 |
| Investments | 485,756.52 | \$0.00 | \$0.00 | | \$485,756.52 |
| Investments - 457B | 85,477.53 | \$0.00 | \$0.00 | | \$85,477.53 |
| Investment in Subsidiary | 503,379.58 | \$0.00 | \$0.00 | | \$503,379.58 |
| Accounts Receivable - General (net) | 61,831.53 | \$136,546.76 | \$0.00 | | \$198,378.29 |
| Accounts Receivable - Trust | | \$313,915.77 | \$0.00 | | \$313,915.77 |
| Grant Receivable | | \$0.00 | \$60,092.96 | | \$60,092.96 |
| Due from Related Entities | 516,032.88 | \$0.00 | \$0.00 | (516,032.88) | \$0.00 |
| Prepaid Expenses | 48,193.05 | \$4,313.93 | \$4,400.00 | | \$56,906.98 |
| Prepaid Expenses - Convention | 61,282.86 | \$0.00 | \$0.00 | | \$61,282.86 |
| Deposits | 11,312.12 | \$975.00 | \$0.00 | | \$12,287.12 |
| Fixed Assets, Net | 117,822.93 | \$29,265.53 | \$0.00 | | \$147,088.46 |
| TOTAL ASSETS | \$3,398,855.21 | \$913,054.90 | \$457,625.02 | (\$516,032.88) | \$4,253,502.25 |
| LIABILITIES | | | | | |
| Accounts Payable & Accrued Expenses | 64,227.17 | \$0.00 | \$46,000.00 | | \$110,227.17 |
| Accounts Payable - Trust | 0.00 | \$262.78 | \$0.00 | | \$262.78 |
| 457B Liability | 85,477.53 | \$0.00 | \$0.00 | | \$85,477.53 |
| Due to Related Entities | 0.00 | \$355,422.03 | \$160,610.85 | (516,032.88) | \$0.00 |
| Deferred Dues | 786,706.57 | \$0.00 | \$0.00 | | \$786,706.57 |
| Deferred Other | 46,284.00 | \$3,396.55 | \$137,703.89 | | \$187,384.44 |
| Deferred Rent | 137,784.00 | \$0.00 | \$0.00 | | \$137,784.00 |
| Deferred Convention | 12,887.50 | \$0.00 | \$0.00 | | \$12,887.50 |
| Capital Lease Obligations | 40,817.00 | \$0.00 | \$0.00 | | \$40,817.00 |
| TOTAL LIABILITIES | \$1,174,183.77 | \$359,081.36 | \$344,314.74 | (\$516,032.88) | \$1,361,546.99 |
| NET ASSETS | | | | | |
| Net Assets - Unrestricted | 2,177,989.12 | \$503,378.57 | \$97,838.28 | | \$2,779,205.97 |
| Net Assets - Temporarily Restricted | 0.00 | \$0.00 | \$0.00 | | \$0.00 |
| YTD Change in Net Assets | 46,682.32 | \$50,594.97 | \$15,472.00 | | \$112,749.29 |
| TOTAL NET ASSETS | \$2,224,671.44 | \$553,973.54 | \$113,310.28 | \$0.00 | \$2,891,955.26 |
| TOTAL LIABILITIES & NET ASSETS | \$3,398,855.21 | \$913,054.90 | \$457,625.02 | (\$516,032.88) | \$4,253,502.25 |
| | 0.00 | 0.00 | 0.00 | | |

0.00

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending January 31, 2020

| | January 20 YTD ACTUAL | January 20 YTD Budget | 2019-20 Annual Budget | January 20 Actual vs. Budget YTD \$\$ Variance | January 20 Actual vs. Budget YTD % Variance |
|---|--------------------------|--------------------------|--------------------------|---|--|
| FBI | | | | | |
| Total FBI Revenue | 907,052.23 | 899,166.67 | 1,079,000.00 | 7,885.56 | 1% |
| Total FBI Expense | 856,457.26 | 898,552.83 | 1,078,263.40 | (42,095.57) | (5%) |
| FBI Net Income | 50,594.97 | 613.83 | 736.60 | 49,981.14 | 99% |
| Foundation | | | | | |
| Total Revenue | 1,042,893.90 | 1,443,160.00 | 1,731,792.00 | (400,266.10) | (38%) |
| Total Expense | 1,027,421.90 | 1,380,949.17 | 1,657,139.00 | (353,527.27) | (34%) |
| Foundation Net Income | 15,472.00 | 62,210.83 | 74,653.00 | (46,738.83) | (302%) |
| ACCE | | | | | |
| Revenue | | | | | |
| Annual Convention | 893,346.95 | 895,993.00 | 895,993.00 | (2,646.05) | (0%) |
| Awards/COY Revenue | 20,700.00 | 21,250.00 | 21,250.00 | (550.00) | (3%) |
| Certification | 11,050.00 | 12,000.00 | 12,000.00 | (950.00) | (9%) |
| Chamber Education | 17,883.00 | 15,960.00 | 46,900.00 | 1,923.00 | 11% |
| Chamber Executive Magazine Rev | 95,145.00 | 75,555.00 | 100,740.00 | 19,590.00 | 21% |
| Economic Development | 3,250.00 | 3,750.00 | 3,750.00 | (500.00) | (15%) |
| Executive Search | 9,782.42 | 6,666.67 | 8,000.00 | 3,115.75 | 32% |
| Membership Revenue | 1,425,887.47 | 1,458,333.33 | 1,750,000.00 | (32,445.86) | (2%) |
| Metro Cities Revenue | 38,945.20 | 41,690.00 | 58,225.00 | (2,744.80) | (7%) |
| Misc Income | 19,668.00 | 12,500.00 | 15,000.00 | 7,168.00 | 36% |
| National Corporate Sponsors Revenue | 181,315.00 | 239,783.33 | 287,740.00 | (58,468.33) | (32%) |
| Publications & Research Revenue | 4,983.00 | 3,500.00 | 3,500.00 | 1,483.00 | 30% |
| Total ACCE Revenue from Operations | 2,721,956.04 | 2,786,981.33 | 3,203,098.00 | (65,025.29) | (2%) |
| Expense | | | | | |
| Admin (Operations, Occupancy, Governance) | 415,050.30 | 495,958.33 | 595,150.00 | (80,908.03) | (19%) |
| Admin Personnel Costs | 428,442.54 | 452,283.99 | 603,045.32 | (23,841.45) | (6%) |
| Annual Convention | 936,060.16 | 853,151.60 | 853,151.60 | 82,908.56 | 9% |
| Awards/COY Expense | 40,892.81 | 27,179.40 | 27,179.40 | 13,713.41 | 34% |
| Certifications Expense | 24,853.35 | 21,668.08 | 26,001.70 | 3,185.27 | 13% |
| Chamber Education Expense | 68,465.13 | 69,693.10 | 83,631.72 | (1,227.97) | (2%) |
| Chamber Executive Magazine Expense | 68,785.92 | 71,902.19 | 82,173.93 | (3,116.27) | (5%) |
| Divisions Expense | 8,602.70 | 6,652.86 | 7,983.43 | 1,949.84 | 23% |
| Economic Development | 17,951.63 | 22,200.00 | 22,200.00 | (4,248.37) | (24%) |
| Hero | 86,294.21 | 72,305.45 | 86,766.54 | 13,988.76 | 16% |
| Membership Expense | 367,199.07 | 408,125.78 | 489,750.93 | (40,926.71) | (11%) |
| Metro Cities Expense | 25,427.00 | 35,174.29 | 46,899.05 | (9,747.29) | (38%) |
| National Corporate Sponsors Expense | 139,143.99 | 165,030.78 | 198,036.94 | (25,886.79) | (19%) |
| Public Policy | 0.00 | 0.00 | 3,000.00 | 0.00 | 0% |
| Publications & Research Expense | 13,682.15 | 14,166.67 | 17,000.00 | (484.52) | (4%) |
| Web Expense | 34,423.66 | 50,147.19 | 60,176.63 | (15,723.53) | (46%) |
| Total ACCE Expense from Operations | 2,675,274.62 | 2,765,639.71 | 3,202,147.19 | (90,365.09) | (3%) |
| ACCE Net Income | 46,681.42 | 21,341.63 | 950.81 | 25,339.79 | 54% |
| Total ACCE & Affiliates Revenue | 4,671,902.17 | 2,505,787.50 | 6,013,890.00 | 2,166,114.67 | 46% |
| Total ACCE & Affiliates Expenses | 4,559,153.78 | 2,473,979.00 | 5,937,549.59 | 2,085,174.78 | 46% |
| Total ACCE & Affiliates Net Income | 112,748.39 | 31,808.50 | 76,340.41 | 80,939.89 | 72% |

ACCE Finance Report

January 31, 2020 Financial Statements (10 months into the FY)

Please note that the team has worked with our auditor over the past few weeks to ensure we are adhering to new GAAP guidelines. While ACCE and its affiliated entities were already operating pursuant to the new standards for much of our accounting process, we did have to make some adjustments for sponsorships. Please note, those adjustments have been made to our year-end projections, but are not yet reflected in our January financial statements.

Balance Sheet

Our cash position is strong: more than \$2.3 million. “Due from related entities” is the amount owed to ACCE by FBI and ACCE Foundation for ordinary operational expenses and consulting. Please note that these amounts will be reduced in March due to quarterly payments between entities. ACCE consolidated net assets are standing at \$2.8 million.

Consolidated Statement of Activity

Chamber Executive Magazine Revenue - This line item is higher than budget due to additional unbudgeted advertising revenue received from Amex (\$10k) and GEICO (\$15k). This revenue was for standalone newsletter advertising.

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

National Corporate Sponsor Revenue – This line item is under budget primarily due to timing. Several ACCE corporate sponsors that were budgeted to renew in January were not signed by the end of January. However, we do expect to end the year close to budget.

Admin (Operations, Occupancy, Governance) – Included in this line item are expenses related to upgrading ACCE’s membership database system and website. These systems are still in the development stage therefore the depreciable costs related to the software, data migration, implementation and training have not been included on the income statement.

Annual Convention – Registration revenue exceeded budget expectation, while exhibitor and sponsor revenue fell just short of budget. Even with a staff change in the development function, most sustaining sponsors and exhibitors remained engaged for 2019, and revenue for those line items was only off by \$2,646.

Current Budget Outlook - When looking at ACCE’s net income for year-to-date, compared with budget for year-to-date, we are approximately \$25k better than budget. The primary driver of the net income gap is less expense in salaries for membership and a gapped front desk/IT support position and lack of expenses associated with revamping the website. We anticipate that this trend will continue and therefore we project that we will end the year approximately \$136k better than budget.

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
2020-2021 Annual Budget

| | 2020-21 Annual Budget | March 31, 2020 Projections | 2019-20 Annual Budget | March 2020 Projections vs. 2020-21 Budget \$\$ Variance | March 2020 Projections vs. 2020-21 Budget % Variance |
|---|--------------------------|-------------------------------|--------------------------|--|--|
| FBI | | | | | |
| Total FBI Revenue | 1,081,000 | 1,089,438.23 | 1,079,000.00 | (8,438.23) | (1%) |
| Total FBI Expense | 1,120,725 | 1,041,457.26 | 1,078,263.40 | 79,267.26 | 8% |
| FBI Net Income | (39,725) | 47,980.97 | 736.60 | (87,705.49) | (183%) |
| Foundation | | | | | |
| Total Revenue | 1,424,742.00 | 1,359,839.00 | 1,731,792.00 | 64,903.00 | 5% |
| Total Expense | 1,376,387.00 | 1,330,150.00 | 1,657,139.00 | 46,237.00 | 3% |
| Foundation Net Income | 48,355.00 | 29,689.00 | 74,653.00 | 18,666.00 | 63% |
| ACCE | | | | | |
| Revenue | | | | | |
| Annual Convention | 1,092,755.00 | 893,346.95 | 895,993.00 | 199,408.05 | 22% |
| Awards/COY Revenue | 36,250.00 | 20,700.00 | 21,250.00 | 15,550.00 | 75% |
| Certification | 10,600.00 | 11,050.00 | 12,000.00 | (450.00) | (4%) |
| Chamber Education | 41,222.00 | 43,433.00 | 46,900.00 | (2,211.00) | (5%) |
| Chamber Executive Magazine Rev | 108,460.00 | 115,785.00 | 100,740.00 | (7,325.00) | (6%) |
| Economic Development | 28,000.00 | 3,250.00 | 3,750.00 | 24,750.00 | 762% |
| Executive Search | 6,500.00 | 9,782.42 | 8,000.00 | (3,282.42) | (34%) |
| Membership Revenue | 1,725,088.00 | 1,711,004.61 | 1,750,000.00 | 14,083.39 | 1% |
| Metro Cities Revenue | 48,725.00 | 51,945.20 | 58,225.00 | (3,220.20) | (6%) |
| Misc Income | 20,000.00 | 22,500.28 | 15,000.00 | (2,500.28) | (11%) |
| National Corporate Sponsors Revenue | 304,043.33 | 285,350.42 | 287,740.00 | 18,692.92 | 7% |
| Publications & Research Revenue | 20,000.00 | 5,380.00 | 3,500.00 | 14,620.00 | 272% |
| Total ACCE Revenue from Operations | 3,441,643 | 3,173,527.88 | 3,203,098.00 | 268,115.46 | 8% |
| Expense | | | | | |
| Admin (Operations, Occupancy, Governance) | 539,024.26 | 518,076.82 | 595,150.00 | 20,947.44 | 4% |
| Admin Personnel Costs | 631,128.10 | 481,327.18 | 603,045.32 | 149,800.92 | 31% |
| Annual Convention | 984,147.12 | 936,060.16 | 853,151.60 | 48,086.96 | 5% |
| Awards/COY Expense | 74,397.27 | 41,297.90 | 27,179.40 | 33,099.37 | 80% |
| Certifications Expense | 31,988.12 | 28,584.39 | 26,001.70 | 3,403.73 | 12% |
| Chamber Education Expense | 64,046.05 | 94,158.95 | 83,631.72 | (30,112.90) | (32%) |
| Chamber Executive Magazine Expense | 93,264.06 | 83,863.14 | 82,173.93 | 9,400.92 | 11% |
| Divisions Expense | 8,092.75 | 9,179.02 | 7,983.43 | (1,086.27) | (12%) |
| Economic Development | 24,500.00 | 17,951.63 | 22,200.00 | 6,548.37 | 36% |
| Hero | 164,484.33 | 99,957.71 | 86,766.54 | 64,526.62 | 65% |
| Membership Expense | 504,533.72 | 439,498.99 | 489,750.93 | 65,034.73 | 15% |
| Metro Cities Expense | 43,510.47 | 43,598.66 | 46,899.05 | (88.19) | (0%) |
| National Corporate Sponsors Expense | 189,825.85 | 178,156.27 | 198,036.94 | 11,669.58 | 7% |
| Public Policy | 0.00 | 0.00 | 3,000.00 | 0.00 | 0% |
| Publications & Research Expense | 23,701.28 | 16,613.83 | 17,000.00 | 7,087.45 | 43% |
| Web Expense | 60,119.89 | 48,193.16 | 60,176.63 | 11,926.73 | 25% |
| Total ACCE Expense from Operations | 3,436,763.25 | 3,036,517.81 | 3,202,147.19 | 400,245.44 | 13% |
| ACCE Net Income | 4,880.08 | 137,010.07 | 950.81 | (132,129.99) | (96%) |
| Total ACCE & Affiliates Revenue | 5,947,385.33 | 5,622,805.11 | 6,013,890.00 | 324,580.23 | 6% |
| Total ACCE & Affiliates Expenses | 5,933,874.78 | 5,408,125.07 | 5,937,549.59 | 525,749.71 | 10% |
| Total ACCE & Affiliates Net Income | 13,510.56 | 214,680.04 | 76,340.41 | (201,169.48) | (94%) |

ACCE 2020-21 Budget Financial Memo

**** NOTE**** The ACCE team is submitting for approval a budget that was crafted just prior to the Coronavirus outbreak. This budget will solely serve as a placeholder for our April 1 fiscal year. ***This will not be our final budget.***

The senior leadership team has been discussing mass adjustments to programming, services, and other factors given coronavirus impacts. With the situation changing daily, in fact hourly, each day brings new challenges. The assumptions we started making yesterday aren't relevant today. We are running projections for new revenue assumptions, as well as where is the best place to plug-in our resources for expenditures in the next fiscal year.

Staff will operate on a spending freeze (absent pre-approved and required expenses) until we revise our budget. We are working with our insurance company to determine specifics around our policies, as well as assessing events and risks that ACCE has for the coming fiscal year. There are too many moving parts and related implications to rush a revised budget in time for these scheduled governance meetings. Once we gather the relevant information, we will recraft our budget and request approval virtually.

A great asset of our team is that we are nimble. We have been, and will continue to adjust priorities, resources and efforts. In positive news, the growth of our reserve funding and our cash position are assets to us during this challenging time.

Below was the explanatory memo for the budget that is being submitted. Again, this is just a placeholder budget so that we have something for April 1. We will submit a revamped budget very soon.

ACCE's consolidated operations are projected to have a positive bottom line for 2020-2021. The largest surplus will come from our foundation, which predicts net income of \$48,355. ACCE is budgeted to have a net income of just \$4,880 while FBI has a projected net loss of \$39,725.

Let's look at a few specifics for the coming year:

Administrative Personnel Costs – For the 2020~2021 budget, administrative personnel costs are higher due to a smaller percentage of those salaries being absorbed by the Foundation for administrative staff.

Awards/COY – Revenue and Expenses for the Awards show are higher in the FY21 budget than in the FY20 budget. The revenue is higher because we will be charging a \$25.00 fee to attend the Awards show at the Dallas Convention. The Award show was included in registration for the Long Beach convention. Expenses are higher because we have combined all Awards Show expenses into one line item as opposed to including them in with convention expenses, which is what we've done in the past. This is being done in an effort to evaluate the true cost of all of ACCE's recognition programs (Governance, Membership, ACE & Chamber of the Year).

Compensation – As you know, most of the salaries are assigned to program areas. In light of more-or-less flat cost of living trends, this budget allocates 3.5 percent pay increases for most staff (dependent upon performance.) The budget also includes a modest amount for select performance increases, bonuses and job responsibility changes.

Convention – There is a significant increase in the FY21 budget for revenue due to the following:

- We are expecting an increase in registrants compared to Long Beach. More in line with the 2017 Nashville attendee numbers. Nashville and Dallas are similar in surrounding member penetration.
- All registration fees will remain as they were last year however, we have eliminated several discounts such as first timers and multiple attendee discounts.
- We are adding a pay to play options- \$55 per person for the convention party
- The fee for the convention party is estimated to add an additional \$27,500 to registration revenue

Economic Development - The increase in revenue in the FY21 budget is from new sponsorship money.

HERO – The increase in expenses for the 2020-2021 budget is connected to the new database implementation and content development. We are shifting HERO to more research and development.

Membership – Our annual membership revenue growth continues to flatten with a slowdown of new members the last two quarters of FY 2019-20. This will result in lower renewal numbers for FY 2020-21. Horizon and All ACCEss Pass member numbers are steady. Delay in our new database implementation has prevented the re-working of many membership processes. These significant changes will be done in this fiscal year.

Summary:

Consolidated ACCE is projected to be a \$6 million organization in 2020-21. The budget for this year reflects conservatism, and a focus on continued investments in infrastructure to help meet the goals and objectives of our strategic plan.



Strategic Plan: 2019-2022

Status update: March 2020

Innovation and service to meet the challenges and opportunities of the chamber of commerce industry

ACCE Strategic Plan: 2019 - 2022

Key Strategies for 2019-2022



1. Be a Center of Excellence for Chambers

Be the number-one resource for best-practice and innovative resources and information for the chamber of commerce community

Ensure all programs, resources, services, communications, samples, accreditation, awards and convention have a best practice and forward-leaning focus.

- Revamped CCE curriculum
- Adjust Chamber of the Year and Comms awards
 - Reviewing Chamber of the Year guidelines
 - More intentional with sharing winners' work with membership
- Created IDEA Lab working group to track and test best practices
- Assessed and culled all sample materials, resource guides, webinars and other materials

Continue to expand staff expertise in all aspects of chamber management, major policy issues and other forces impacting economics, business and society. Ensure we provide high value to members facing complex challenges.

- Experienced new hires with backgrounds in chamber management and community development; Amy Shields as full-time addition; Anissa Starnes as contractor

- Expose staff to more policy issues via Engaging the Public Sector working group
- Staff attendance at professional development programming
 - USCC Healthy Communities & Early Childhood – Emily
 - NSC workforce policy 2x/year & Inclusion Inc. – Amy
 - Skills in the States & NSC – Will & Sarah
 - Skills Summit in DC – Edgar
 - Blue on the Hill – Edgar & Sarah

Increase number of programs, resources and services focused on the social, economic, business and political trends that impact chambers, their members and communities.

- Peer group calls and webinars
- More webinars for talent & workforce topics
- ETD blog
- Work-based learning resource guide
- Healthy Communities resource guide
- Foundations: Venable webinar & Casey's strategic planning webinar

Streamline resources and sample materials to focus on modern, best-in-class materials, and make the process for finding and retrieving items simpler and faster.

- Staff and volunteers went through all samples, resource guides, professional development materials and other resources
- New website and database will allow for a new information storage system and more user-friendly searching; phase one goal = May; phase two goal = October

Increase programs and services focused on the needs of senior-level chamber executives (e.g., strategic planning, leadership & organizational management, measuring and communicating value, global trends) including customized consulting.

- Strategic planning webinar hosted Nov. 14, 2019 (recording available as well)
- Launched customized consulting service Q4 2019
- Convention track includes more content on organizational management
- Increased webinar content in this area
- Metros/Majors senior staff are engaging more on organizational management topics, workforce culture & foundations

Modernize the requirements and curriculum for, and elevate the profile of, CCE.

- Re-evaluating the Body of Knowledge July 2019
- Revised and updated CCE recommended reading
- Revising multiple sections of CCE examination
- Overhaul CCE application process to make it easier for CCEs to track points
- Planning pre-CCE micro-credentialing course available through LMS
- Target and track interactions with CCE prospects in new database
- Marketed CCE designation to national CEO head hunters
- CCE profile in each edition of Chamber Executive magazine and projects showcased in webinars and convention

- CCE marketing (personal outreach from SAK) to top CCE prospects
- Updated/refreshed presentation for CCE convention workshop & webinars
- Logo developed for ACCE event pages highlighting CCE participation in webinars
- Slideshow & outreach to Institute instructors and sessions on themes covered in the class, with updated sample CCE questions for Institute session on post-IOM certifications
- Developed new messaging/elevator pitch from ACCE staff, volunteers and board chairs
- Refresh collateral to be used at chamber events including case studies on positive impact in one's career

Ensure the Horizon Initiative is a living, breathing document that is regularly assessed and updated, and includes examples from organizations that have successfully navigated the various influences.

- Increased resources for the Horizon's ninth influence via the Engaging the Public Sector task force including recent report
- The new website will include a new Horizon overview page, including samples of how chambers have effectively implemented it within their work

Increase original thought leadership around trends and best practices. Includes research, speeches, writing, surveys, quick polls and benchmarking.

- Staff speeches
 - AARP – Will
 - Bechtel – Amy
 - Mott Foundation – Alysia
 - Smart justice – David V.
 - Horizon Initiative – Beth
- Extensive use of Quickpolls put on hold in 2019 while we developed a plan for 2020; quick poll on coronavirus recently sent out

Improve existing, and seek new benefits through Fringe Benefits, Inc. to improve chamber organizational performance and aid in staff recruitment and retention.

- Offer new retirement option through Principal, Pension Builder
- Trustees continue to research ways to further enhance the contribution and employee census submission process to further mitigate risk of human error in the 401k plan
- Researching new benefit offerings under insurance, health care, and retirement categories: we continue to explore. Have researched pet insurance (not feasible since that industry segment is not currently set-up for group billing) and cancer insurance (market is saturated – people can get on their own for same cost)
- Hosting webinars
 - 2019 – once per quarter & recorded to share with those who couldn't attend

- 2020 – increasing to twice per quarter due to positive response; will continue to record
- 2020 stats – Pension Builder topic on Jan. 7 had 16 attendees & Feb. 13 had 46 attendees. Administrator call topic on Feb. 20 had 14 attendees & Feb. 25 had 12 attendees
- Other: SECURE Act passes which opens the door to PEPs on Jan. 1 2021. This would be a chamber to member plan and trustees will hear from Groom and Principal at May meeting.

2. Chamber Stories

Help chambers craft their narratives, and serve as a national platform and megaphone for chamber success stories

Craft communication strategies and overhaul design and function of all ACCE communication channels (website, Chamber Executive magazine, promotional materials, social media platforms...) for better user experience, and to focus more on best-practice stories.

- Chamber Executive is now an all-digital magazine
- Revamped social media content schedule; built Instagram page
- New database will allow for data analytics, easier member interface, better information storage and integration with website and LMS
- Website redesign happening in two waves
- New LMS launching in conjunction with website and database
- New marketing materials and collateral to be completed by Q4 2020

Increase resources, staff expertise, services and training on storytelling, crafting and sharing value propositions, and other tools to help chambers hone their narratives.

- SAK given visual storytelling presentation more than 25 times; very well received; estimated total audience of 4,000
- Hired communications coordinator to curate storytelling
- Adding session on storytelling & ROI at both ETD fellowship & convention
- Reactivated Comms Division to drive more content in this area
- Ask the Pros column in magazine – one month dedicated to comms

Promote leaders from within the membership, and staff experts as thought-leaders through public speaking, writing opportunities, traditional and social media engagement and other approaches.

- Staff speeches
 - AARP – Will
 - Bechtel – Amy
 - Mott Foundation – Alysia
 - Smart justice – David V.

- Horizon Initiative – Beth
- SAK has given 74 external presentations since joining ACCE; 36 during the period of this strategic plan
- Several ACCE members promoted to give external speeches opportunities
- References to ACCE’s work/SAK mentioned in 7 external sources (radio, print magazine, blogs/vlogs)
- ETD blog posts written by members
- Monthly roundtables & webinars are peer-led; staff coaches them to lead:
 - Regional meetings & convention
 - ETD annual & monthly meetings
 - GR meetings monthly
 - MDD meetings 6x/year
 - Fellowship – monthly
 - Events – 4x/year
 - DEI – monthly
 - Partner meetings: Skills in States (3); Blue on the Hill (1)

Expand outreach to position ACCE as a voice of reason on issues affecting our members, share the value of chambers and disseminate chamber success stories. Position ACCE’s brand in key markets of interest through co-branded research, engagement at major conventions and conferences, and other public channels.

- SAK spoke at NLC DC event; Robert Wood Johnson Foundation DC event; NACo board meeting; featured in several radio interviews as well as on Italian television
- Will - Smart Growth America, Well Being Trust & AARP (how chambers can partner with others; 4x/year)
- Alysia – Mott Foundation
- Chelsey – Mott Foundation
- Amy – Hewlitt Foundation
- David – Vera Institute of Justice

Continue robust dialogues within and outside of the chamber community about the future of the “chamber brand.”

- Pending revamp of Schapiro 2.0

3. Community Advocacy

Provide the information, connections and services that will help chambers deal with the greatest challenges within their communities, so they can best promote, serve and improve their regions.

Promote and encourage chamber value propositions that go beyond transactional to transformational, where chambers are solving the greatest problems in their communities.

- SAK’s future of chambers presentation, value and relevance

- Promotion of chamber foundation activities (2 webinars, new e-course, convention content, added to sales training, major cities & emergers agendas, promoted in SAK presentations nationwide)
- Convention – specific content that covers this area
- Magazine content

Expand training, best practices and resources to elevate chamber capabilities in government affairs/ public policy, building public-private partnerships, economic development, workforce and talent pipeline, education attainment, and other areas such as major social issues.

- Staff development (see above)
- Engaging the Public Sector executive committee seat
- Engaging the Public Sector task force and toolkit
- Coalition-building with NSC & Smart Justice
- GR call – federal research funding
- NAE – global chamber talent network
- Transportation for America
- New England – call on transportation climate initiative

Survey and build focus groups to determine what resources and services would best assist our members in these areas.

- Built and engage the following: DEI advisory committee, IDEA Lab working group

Build out information and examples for the Horizon Initiative's 9th influence, engaging the public sector.

- New GR toolkit including best practice case studies
- Coalition work

Build opportunities for like-minded chambers to convene and collaborate around the most pressing issues, and form coalitions to address them.

- Coalition work through Engaging Public Sector Task Force
- Foundation policy work
- Amy – 3 calls to chambers focused on scaling education & talent work
- Coalition-building with NSC & Smart Justice
- GR call – federal research funding
- NAE – global chamber talent network
- Transportation for America
- New England – call on transportation climate initiative

Develop videos, briefs, PowerPoint slides and other materials that members can use off-the-shelf to give presentations and training on the most common issues impacting their chambers and communities.

Consider partnerships and coalitions around issues impacting the entire profession.

- Partnerships formed with NACo, NLC & Americans for the Arts
- 9 Foundation partners

- Jobs for the Future
- NSC
- AARP
- Strada Education Network
- COSC
- IEDC
- Smart Growth America
- Discussions with national affinity chambers: National Black Chamber, US Hispanic Chamber, NGLCC (LGBT) & National State Latino Chamber of Commerce

Assess interest in additional ACCE engagement in public policy and/or advocacy work.

4. Organizational Excellence

Ensure ACCE is the best association it can be for staff and members.

Year 1 = investment year.

Develop and implement engagement strategies for both members and non-members. Increase interaction with all members, provide regular follow-ups with new members, and ensures accurate and more robust data on chamber professionals. This approach will forge stronger relationships between members and ACCE by creating multiple touch-points and additional member/customers per organization.

- Conducted member engagement survey 2/26/19
- Started non-member marketing in 2019
- New database to track analytics; provide automation of member contact

Remain nimble to be responsive to shifts in our business environment.

Engage board members more actively in all aspects of the association including membership, programming and outreach.

- Conducted board survey January 2019.
- Engaged board in membership outreach efforts Spring 2019
- New committees align with plan and more choices in ways to serve.
- Meetings are interactive and innovative.
- Established new board member mentoring program.

Assess long-term staffing needs to ensure the organization has enough people with the right skills to do the job; consider the value of in-sourcing vs. out-sourcing.

- New IT support is outsourced
- Data entry person and membership support is outsourced
- Graphic design is outsourced

Significantly boost non-dues revenue through more sophisticated marketing of programs, creation of new sponsorship opportunities, building new revenue-generating resources and services, and seeking new partnerships.

- Hired new VP
- Diversifying revenue streams
- Selling consulting services
- Revamped Gold and Silver sponsorships and exhibitor packages for 2020 & developed a Strategic Partnership program to engage higher-level sponsors with increased benefits including digital communications, market intel and CEO engagement
- Increased sponsorship levels with new \$50k partnership tier; two new members at that level – Facebook and Comcast
- Created a Partner Solutions program track for gold corporate & \$25-30k sponsors
- Developed speciality sponsorships to enhance attendee experience and showcase branding opportunities
- Rebranded the exhibit area as the ACCE Chamber Innovations Expo with all-access Member Engagement Lounge as the centerpiece of the expo hall; opening reception to be held in expo hall
- Digital advertising opportunities added to weekly newsletter, magazine and media posts

Breakdown silos to ensure open, cross-functional communications, and a holistic perspective is taken.

- Cross-functional teams now manage major projects.
- Staff meetings and retreat engage the full team in projects

Automate internal and external processes to free up staff time for high-level service.

- Shared master calendar that includes CEO appearances, events, trainings and marketing and communications.
- New database to automate billing, communications, etc.

Grow reserve funding to ensure not only a strong emergency fund, but also have capital on-hand should strategic investments become available.

- Developed reserve fund policy January 2020
- Significant surplus from 2018-19 to be added; project 2019-20 surplus as well

Ensure consistent alignment with ACCE Foundation and Fringe Benefits, Inc.

- New strategic plan for foundation aligns organization with ACCE
- Foundation initiatives and grant work to support ACCE priorities

Research and evaluate membership models and benefits to ensure highest value per dollar for members of all sizes, with varying needs.

Eliminate outdated and time-consuming processes, procedures, and programs. Focus efforts on highest-value services and resources. Find ways to grow our most successful current initiatives.

- Eliminated outdated or non-Horizon content.
- Elevating CCE program.

- Increase marketing outreach (include social media marketing) for convention; marketing to non-members;
- Later in 2020 focus on microcredentialing and on-demand professional development.

Improve membership and marketing analytics so that staff is better able to evaluate strategies, understand membership drivers and set priorities.

- New CRM and LMS to provide analytics; can also customize communications.
- Initiated cross-functional content strategy team in 2019 to ensure organization-wide alignment

I. Lenses

Diversity, Equity and Inclusion

An inclusive and diverse perspective should be given to every aspect of our operations and work.

- Diversity should be considered broadly to include individual attributes such as age, gender, ethnicity, sexual orientation, veteran status, background and skill sets; also organizational attributes like size, geographic location and scope of work.

DEI Division update

Established more formal advisory council to guide the division's activities and strengthen member engagement from the most advanced DEI practitioners

Conducted division survey to develop the 2020 programming and resources most valuable to members

Developing a DEI training curriculum to serve as the backbone for a program we launch through the new LMS

Our two-year Scholarship for Leadership Diversity program prepares and supports emerging chamber leaders from diverse backgrounds for the CCE program

Launched division newsletter to share resources and highlight chamber programs

Monthly peer calls have been restructured for more enriched DEI content, speakers and structure

Supporting the most advanced chambers in the DEI space with

organization/outreach for a 2020 convening to share best practices, opportunities and challenges for regional inclusion efforts. ACCE-F will provide a professional facilitator through a sponsorship

- We must first focus on our own leadership to ensure staff and our board are both diverse and inclusive; ACCE will collect and regularly assess its diversity demographics.

Now tracking board diversity

Self-nomination process and application for governance positions; opens applicant pool to more diverse professionals

- This lens should be applied to programming, research, communications, convention sessions and presenters, and other association activities

Ongoing

- Likewise, we will work to attract, engage and retain diverse opinions.
Ongoing
- Increase outreach to organizations that have not engaged with us in the past including, but not limited to, affinity chambers, international groups, economic development organizations and other entities.
World Chambers Federation ongoing discussions about partnerships; IEDC lunches with Jeff Finkle; National Black Chamber meetings; US Hispanic Chamber (meetings and had one of their staffers judge ACE Awards 2019); National LGBT Chamber call; National Association of State Latino Chambers discussions re: partnership; working to engage with Canadian Association of Chamber Executives

Power in Numbers & Connectivity

We're stronger together and recognize that peer-to-peer sharing is among the greatest value propositions within ACCE.

- Elevate capabilities and skills for all chamber executives and those within related industries.
- Explore partnerships with organizations both within and outside the chamber community to increase reach and effectiveness.
NACo partnership and speaker at their board meeting; COSC joint award discussion; WACE at ACCE19 (political action bootcamp); NLC grant and speaking engagement; WCF executive committee member and partner discussions; USCC Committee of 100; RWJF speaking engagement; Americans for the Arts partnership to share content
- Research and grow select membership segments, whether currently in our membership or not.
- Ensure all technology is optimized for the user experience, is accessible on mobile devices, is simple, engaging and effective.
Web redesign in 2 phases; new database; new LMS
- Grow opportunities for two-way mentoring between seasoned and younger professionals.
Board mentoring opportunity in place – seasoned board members are paired with new directors to encourage/facilitate engagement on committees and with other directors; regular check-ins throughout the governance year
Other mentoring
 - **Scholarship for Leadership Diversity – each has a CCE mentor**
 - **Sales mentorship program – experienced membership professionals matched with newer peers; 2020 program has 14 mentor-mentee pairs (27% increase from last year). Former mentees now moving into mentor positions as we continue to build our sales mentoring peer network**
- Make peer-to-peer idea sharing easier for networks and other groups via new technology platforms.
TBD with new database & website

- Simplify content and make it customizable so that members with specific interests or areas of expertise can quickly find resources and peers for idea sharing. **Ongoing**
- Improve training and education for geographically dispersed members via technology

New systems to do so

II. How We Measure Success

- Implement pertinent data analytics incorporating our database, website, email communications, and social media platforms to determine a starting point, then build metrics to grow engagement; increase engagement particularly around younger and diverse professionals.
- Conduct another member satisfaction survey in FY '21-22 to increase net promoter score (NPS) from 2018 score of 42; run cross-tabs to assess NPS from younger members, diverse members and newcomers to the profession.
- Increased partnerships and collaborations with outside organizations.
NLC, NACo, Americans for the Arts, WACE 2019 convention
- Increased exposure and elevated profile of chamber executives and ACCE staff via speaking, writing, interviews and other means through venues outside of the chamber arena.
- New website that garners more unique visits and views than 2018 stats.
- Grow social media reach by 50%; increase engagement particularly among influencers.
- Increase ACCE c(6) non-dues revenue to 55% of overall revenue generation (from current 41%.)
- Increase revenue across all ACCE affiliates (ACCE, ACCE Foundation and FBI, Inc) to \$7.3 million from current \$6.2 million.
- Increase blend of reserve funding and free cash flow to \$1.3 million from current \$485,000.

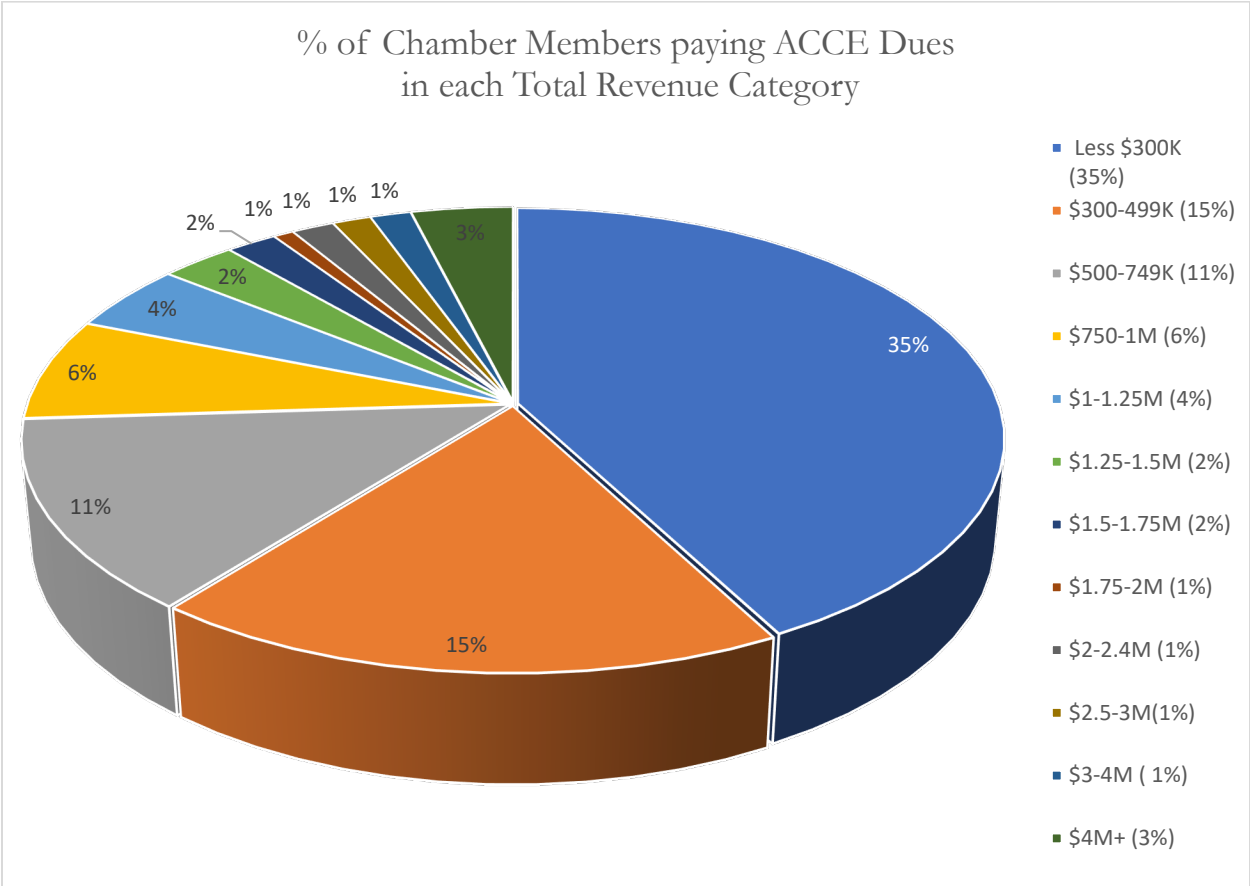
Membership Report

Tamara Philbin, Chief Operating Officer

The breakdown of our membership has remained steady with a clear majority of chambers in the US and Canada, and the smallest chambers--with total revenue under \$300K--holding the largest percentage of ACCE memberships. The overall membership retention rate remains around 90%. Our associate business members have the lowest retention rate at 73%. These members often join based on success at our convention but drop membership if they don't get a strong ROI via new business in the following year.

| Member Type as % of Total Membership | | |
|--------------------------------------|--|-----|
| Affiliates (CVBs and ECDs) | | 7% |
| Associate (business) | | 7% |
| International | | 1% |
| US and Canadian Chambers | | 82% |
| Horizon Investors | | 4% |
| All ACCeSS Pass Members | | 2% |

As of March 5th, here is the breakdown of chamber revenue size by ACCE dues category:



Once our new database is in place, we will have additional access to membership analytics and the ability to customize and automate communications. After the system has been set up, we plan to assess and evaluate our ACCE membership dues structure, build member and non-member engagement plans, and improve the breadth and depth of reach we have within chambers in our database. Our goal is to reach and impact more chamber professionals, have the ability to improve our diversity, equity and inclusion efforts, and make our resources accessible to more within our community, while maintaining the dues revenue needed to maximize and grow our value.

ACCE REVENUE – New Members & Corporate Sponsors

Beth Bronder, VP Development & Partnerships
March 2020

Non-Dues Revenue Overview:

Strategic Partnership: In February, Comcast joined Facebook as an ACCE Strategic Partner. With an established community-impact strategy and a growing business solutions division, Comcast will use the ACCE platform to advance these efforts which can help our members. Comcast is committed to our industry and provides support and solutions for many of our member organizations.

Corporate Sponsorship: We onboarded a new corporate sponsor, Memberclicks, in February. They have invested at the Silver level plus committed significant support for our convention. Year-over-year, their financial support of ACCE has grown by 75%, and they are proving to be a proactive and engaged partner. ACCE is able to exhibit at their annual user conference in April where we will promote membership, benefits and convention registration.

First quarter is historically our most popular sponsorship renewal window. While most are renewing, we've had one firm not renew as they are downsizing their business (Market Street Services). Two others are dropping sponsorship or downsizing investment due to lack of business conversion.

With that, we have several pending partners, and groups interested in increasing their investment levels which should grow our overall sponsorship engagement in 2020.

Our travel partners are experiencing disruption to their business due to the Coronavirus. While there's no current indication of financial impact from our partners at Citslinc, Collette or Aventura, two strong prospects for corporate and convention sponsorships, Indus and Chamber Discoveries, have postponed making commitments for at least 30 days.

Convention Sponsorship: As of March 9th, we are 40% towards our convention budget with over four months remaining. We have \$65,000 in revenue for exhibitors and \$86,000 in sponsorships already booked. We continue to have strong outreach and interest among our prospects. The improvements we are planning for the expo experience and Partner Solutions program track are getting attention.

Communications, Networks & Foundation Report

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

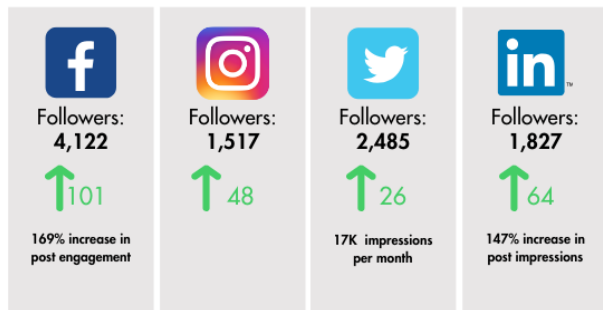
ACCE Communications

Chamber Executive: The Winter 2020 edition of Chamber Executive is online. The issue featured stories on innovative chamber spaces; getting board buy-in; federal skills policy, chamber event professionals, criminal justice reform, diversity, equity and inclusion and more.

- **The Spring 2020 issue** will launch in May and feature stories on chamber technology, strengthening staff culture, chamber CEO summer reading recommendations, a Q&A featuring chamber financial professionals, a CCE spotlight, along with other content.



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



Awards Season: ACCE will begin accepting entries for the **Awards for Communications Excellence** in mid-March. The awards recognize outstanding chamber of commerce marketing and communications in four categories: event marketing, campaigns, digital media and print and electronic publications. The awards are judged by a group of volunteer members from ACCE's Communications Division. We will also open nominations for ACCE's 2020 **40-Under-40** program to highlight the industry's top emerging leaders.

Community Peer Groups

Metro Cities Council: ACCE's Metro Cities Council CEOs met in Indianapolis to learn and share insights on workforce and inclusive economic growth priorities. The program featured national experts from Strada Education Network, the Lumina Foundation and others to help Metro CEOs gain a greater understanding of how different regions are addressing skills gaps and workforce needs. Indy Chamber President & CEO Michael Huber also led a panel discussion on the chamber's inclusive economic and community growth strategy.



Major Cities Council: ACCE's Major Cities Council CEOs met in Huntsville, Alabama to discuss chamber trends and best practices, including innovative talent initiatives, economic development strategies and how to leverage 501(c)(3) foundations to support mission-based work. Huntsville/Madison County Chamber President & CEO Chip Cherry, CCE also arranged several site visits that showcased the city's industry base, including trips to Raytheon, NASA Marshall Space Flight Center, the FBI's Terrorist Explosive Device Analytical Center, U.S. Space and Rocket Center, and Polaris.



Emerging Cities Council: Emerging Cities Council continued its monthly roundtable calls. The most recent calls focused on economic development programs and creating clear messaging to communicate value. In addition, the council's Google Group has been very active.

Hometown Chamber Council: The council continued its quarterly calls to share best practices on March 11 with a call to discuss how their chambers are responding to COVID-19.

Divisions

Membership Development Division: Our 2020 sales conference, held in Lexington, Kentucky on March 5-6, was attended by almost 90 chamber membership professionals at all levels of experience. Kyle Sexton presented the opening general session on chamber membership models meeting the challenges of today's economy. The learning continued with sessions on mastering the sales cycle, effective data strategies, member engagement plans, leadership development and much more. The conference included ample opportunity for peer sharing and network development and was graciously hosted by Commerce Lexington, Inc.



We launched the third year of our ACCE sales mentorship program with 14 enthusiastic mentor-mentee pairs (a 27 percent increase from last year). Former mentees are now moving into mentor positions as we continue to build our sales mentoring peer network. Our spring educational programs will include a two-part webinar series on recruiting and coaching great sales teams. Convention learning opportunities will include workshops on smart recruiting, building multi-tiered partnerships for investors, best practices for member engagement, the digital future of chamber sales, and more.

Communications & Marketing Division: A new Communications Division advisory board has been established to plan programs and activities for the coming year. The group will hold its first planning call on April 7.

Diversity, Equity & Inclusion Division: ACCE's DEI Division continues to hold monthly roundtable calls. Recent calls focused on the impact of minority business growth and current chamber efforts on DEI. The advisory council has its quarterly meeting at the beginning of March to plan for the DEI Division at the 2020 ACCE Convention.

- Several of the most advanced chambers in this space are also planning convening this fall in Cincinnati to share best practices and discuss opportunities and challenges for chambers who lead regional inclusion efforts. The convening will also include a visit to the Check Your Blindspots tour bus from the [CEO Action for Diversity and Inclusion](#).

Economic & Community Development Division: The division advisory board held a call to begin planning economic development programming and the site consultant program for the 2020 convention and other ACCE channels. We are currently planning for the site consultant program and building out several economic & community development sessions for the 2020 ACCE Convention.

Education & Talent Development Division:

- In the 2019-2020 ACCE fiscal year, we are continuing to advance chamber priorities with support from the Hewlett Foundation (K-12 teaching and learning), Business Leaders United (workforce and skills policy), Mott Foundation (afterschool), Bechtel Foundation (social-emotional learning), Pritzker Foundation (early education from prenatal through 3 years), the Ford Foundation (justice reform), Annie E. Casey (juvenile justice) and Chan Zucherburg Initiative (clean slate).
- The 6th cohort of the Fellowship for Education and Talent Development has met monthly to learn about sector partnerships, collective impact and more. The final in-person meeting will be held on May 5-6 in Gainesville, FL. Applications for the next cohort of the Education and Talent Development Fellowship will open in mid-March.
- We have launched the next set of states for our work with the National Skills Coalition's Business Leaders United. We will be supporting our Year 1 state leads and these new chamber state leads as they build coalitions to advocate for skills policies. Year 2 states include Ohio, Wisconsin, Texas, Iowa, Massachusetts, Louisiana and Alabama. The full list of participating states will be announced soon.
- The division continues to offer monthly virtual peer learning opportunities to reach more chamber professionals who are interested in workforce development topics. Recent topics included career readiness programs and working with community colleges.
- The 2020 ETD Annual Meeting to be held in Oklahoma City scheduled for March 31 to April 1 has been postponed to later this fall. New date coming soon. This gathering of education and talent professionals and alumni of ETD programs provides an opportunity for chamber professionals to learn from likeminded peers working to solve complex education and workforce challenges in their communities. Key areas of discussion this year will include employer engagement, work-based learning and public policy priorities.
- The next peer call for chamber professionals working on criminal justice reform issues will be held on March 19. Topics for discussion include second chance hiring, expungement, sentencing reform, occupational licensing, expanding educational opportunities, financial aid to those who are incarcerated and more.

Events Division: Upcoming learning opportunities for the Events Division include webinars on large-scale community events and women in business events. We have also rolled our Intercity Visit Organizer activities into the division to ensure adequate staffing and support. We are also experiencing increased engagement on the division's Facebook group.

Government Relations Division: Monthly calls continue on the fourth Thursday of every month at 2 p.m. ET. The February call featured Megan Greeley from the Greater Boston Chamber providing an overview of Business for Federal Research Funding, a coalition of more than 75 U.S. chambers of commerce advocating for research funding in the federal budget. The March call will highlight the evolution of how chambers are approaching issues related to climate change, with guest speakers from the Greater Houston Partnership and the Petoskey Regional Chamber in Michigan.

Finance and HR Division: We held a call for members to discuss how their chambers and members businesses are responding to the Coronavirus and seek feedback on the most relevant resources and sample policies that ACCE could provide for members on its Coronavirus resource guide. We are also working to plan a similar call to gain feedback on what insights would be most helpful to chambers seeking more information about the changes to revenue recognition under the Generally Accepted Accounting Principles.

Professional Development & Convention

Crystal Moore, VP Professional Development & Convention

Annual Convention

2020 – registration and hotel reservations are open. The Omni is the headquarter hotel. Please make your reservations as soon as possible. The content team is excited to continue to offer innovative and forward-thinking sessions. This year we are partnering with U.S. Chamber’s Institute to present a couple of sessions that will be offered in the four-year Institute program. There will also be several different formats of learning for members to explore such as 20-minute mini sessions, sponsor sessions and a master class.

Our members’ safety and well-being are paramount in this challenging climate. As of the posting of this report, ACCE continues to follow all CDC guidelines and will keep members posted of any changes.

Future Conventions:

Boston 2021 – staff visited Boston last month to review the center and hotel space available for next year’s convention. We are working closely with Jim Rooney and his team at the chamber as well as the CVB, Visit Boston. It’s been more than 40 years since we held our convention in the northeast, and we are excited about next year.

Convention 2022 – staff is reviewing the data from several cities interested in hosting 2022: Grand Rapids, Columbus, Mobile, Atlantic City, Atlanta and Indianapolis. The team will make a recommendation to the executive committee.

CCE

Class sizes:

2018: 11

2019: 7

2020: 9

Although our last several classes have been smaller than we had hoped, they are notable for the following:

- Our 2019 class was quite diverse, with over half (4) from western states (HI, UT, MT, and CA). We awarded the first ever (we believe) CCEs from Utah and HI, the second from MT, and the fourth current (active) CCE in CA. The class also included a state chamber association professional and two CEOs of state chambers, plus a member of the first Leadership Diversity Scholarship class (Paul Farmer). The class includes what we believe to be our only current Asian-American CCE (Sherry Menor-McNamara).
- Our 2020 class is young and hungry. Five out of the 9 are not CEOs, and one additional class member was promoted to CEO shortly before beginning the process. Three class members were “40 Under 40” recipients in 2019.

Content Strategy Team

The team completed the initial review of [Resource Guides](#), which are now published for member use. It has pivoted priorities to supporting the integration work of our website, database and LMS. The team continues to collect samples for the Samples Library and will present a concise, curated group of best-of samples in the 1st phase of the new website launch.

E-learning

Webinars are developed through April. Foundation-related e-courses are almost complete. We have completed two industry specific webinars, *Aligning your Foundation to your Chamber's Strategic Plan* and *Chamber Foundation Basics*. We are working on a third webinar which will cover the new accounting revenue reporting regulations specifically related to foundation administration.

Information Office

The Info Office has published the [Information landing page](#). The [AskACCE Team](#) continues to provide Q&A and in-depth research services to ACCE members and is leveraging metrics to improve services and to track and report trending questions. The Info Office staff is involved in data clean-up in preparation for our technology integration. A new [resource guide focused on the Coronavirus](#) was developed in response to the concerns expressed by our members and the Info Office is taking steps to further develop resources and content in response.

2022 Convention Location Recommendation

ACCE received more strong bids for our 2022 convention from chambers or CVBs. Here's a brief overview of each:

Atlantic City: Atlantic City and New Jersey have never hosted a convention. They also bid on 2021. The most recent neighboring state to host was Pittsburgh, PA in 2008. The greatest challenge with this location continues to be transportation as there aren't close airports. Their proposed date option is also early August, which may interfere with some early school start dates, plus August is a popular vacation month.

Columbus: We have hosted conventions in the middle North of the country in 2018 (Des Moines), 2014 (Cincinnati – also OH), 2012 (Louisville), 2010 (Milwaukee), 2006 (Cleveland – also OH) and 2005 (St. Louis). Unfortunately, the CEO of this chamber dropped membership in ACCE making this city a more difficult partner for our convention. Should they rejoin, this would be an excellent city to consider for future events.

Grand Rapids: Recent neighboring conventions were 2018 (Des Moines), 2014 (Cincinnati), 2010 (Milwaukee), and 2006 (Cleveland). The last convention in Michigan was 1999 in Detroit, a city which has hosted convention four times in our history. Grand Rapids has never hosted, and also bid on 2021. Their dates for the bid are also the first week of August.

Kansas City: With a new airport being built, KC will have improved infrastructure and access. See Columbus for regional history. Last convention in Missouri was St. Louis in 2005. KC last hosted in 2000. Proposed dates are early July, bumping up closely to the holiday.

Mobile: This is an affordable location, with city life similar to New Orleans. We've frequently hosted successful conventions in the southeast, including 2017 (Nashville), 2016 (Savannah), and 2009 (Raleigh). Alabama has never hosted convention before. Their proposed dates are early August, with possible school inference. The largest challenge for this location is the need to leverage five hotels for our room block. The chamber is extremely committed to supporting a convention here.

Atlanta: See Mobile above for history in the southeast. Georgia hosted in 2016 (Savannah) and Atlanta last hosted in 1990. While the proposal was very strong, the chamber declined to support the effort due to a pending CEO transition.

Indianapolis: See Columbus and Grand Rapids for regional history. The last time the convention was in Indiana was in 1960. The HQ hotel has had recent renovations and is connected to the convention center. We would only need one hotel room block. This bid has strong chamber support, which is working to reduce costs even further.

Staff recommendation: Indianapolis

It's been 60 years since we hosted convention in Indianapolis, and the city has a lot to offer our attendees. The facility and hotel are modern and well priced. Additionally, the airport is large, servicing many markets via direct flights. The somewhat central location appeals equally to all geographic areas. The average flight from US destinations is \$340. There are over 100 member chambers within a 3-4 hour drive. There are 226 member chambers if you expand it to a 5-6 hour drive.

Advantages of the bid include: The convention center and hotel are connected, making it much easier for attendees to navigate our event. Our negotiated room rate is \$229/night at the JW Marriott, which is lower than the 2021 rate in Boston. We are also getting a strong hotel room rebate that helps ACCE's bottom line.

Chamber engagement: Local chamber engagement is critical to convention success. Michael Huber is committed to ensuring that he and his team support the convention in any way that's helpful.

Financial considerations: General event costs will be very similar to costs in Cincinnati (though it's hard to draw direct comparisons since that was our centennial celebration). Convention center labor costs will be lower than those in Long Beach, but we are aware that the facility uses union labor exclusively. With advanced understanding of these labor costs, we will be able to budget wisely for the program.

Additionally, the Indy Chamber has agreed to financially support the ACCE convention with a cash sponsorship.

Grand Rapids, Kansas City and Mobile are all strong contenders for future conventions.

Indianapolis



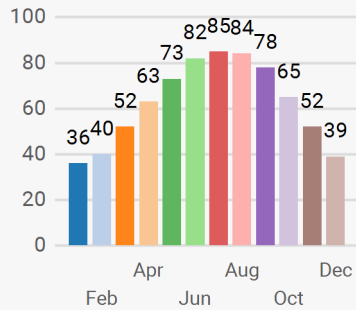
Experient Advantage

| | |
|-------------------------|---------|
| Contracted Room Nights | 169,705 |
| Avg Contracted Rate | \$164 |
| Avg Rate Savings | 6% |
| Avg Concessions Savings | 26% |
| Avg Pickup Rate | 81% |

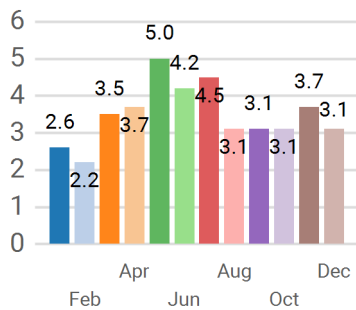
Seasonality

| | |
|-------------------|-------|
| Avg Precipitation | 3.48" |
| Avg Temperature | 62 °F |

Avg Monthly Temperature



Avg Monthly Precipitation



Indianapolis



Primary Convention Center

| | |
|---------------------------------|---------------------------|
| Convention Center Name | Indiana Convention Center |
| Convention Center Meeting Space | 900,000 sq. ft. |
| Convention Center Union? | No |
| Convention Center F & B? | No |

City Summary

| | |
|-----------------------------------|---------|
| # Sleeping Rooms within 1 mile | 6,011 |
| # Sleeping Rooms within 1-5 miles | 6,153 |
| Avg Food & Beverage Cost / person | \$269 |
| Avg Flight Cost | \$346 |
| Avg Transportation Cost | \$23-30 |

Avg City-wide Hotels

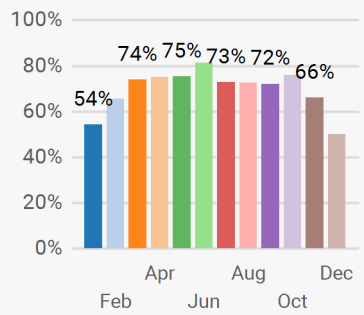
| Room Nights On Peak | Hotels Needed |
|---------------------|---------------|
| 1,500 | 2 |
| 5,000 | 30 |
| 10,000 | 100 |

Indianapolis

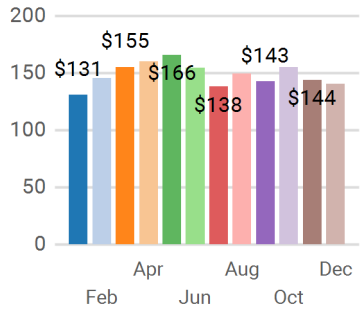


Industry Source - STR

Occupancy Percentage



Avg Daily Rate



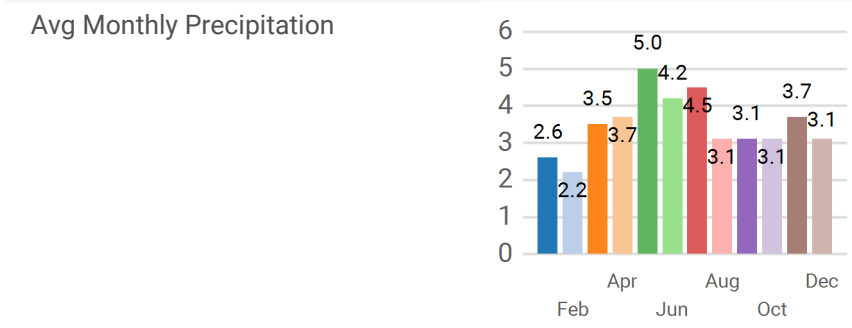
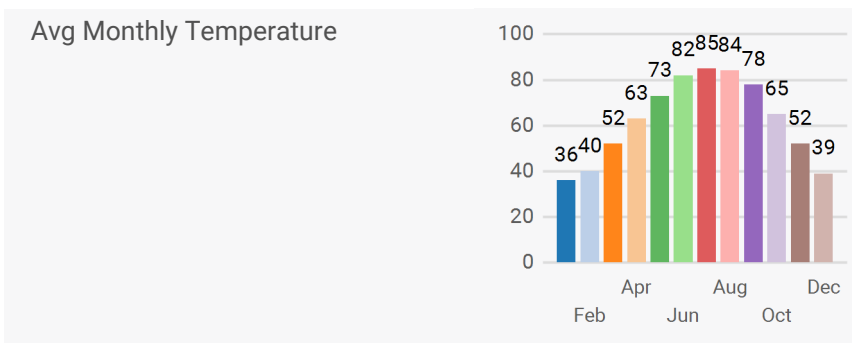
JW Marriott Indianapolis



| Experient Advantage | VOLUME POWER |
|-------------------------|--------------|
| Contracted Room Nights | 42,779 |
| Avg Contracted Rate | \$194 |
| Avg Rate Savings | 9% |
| Avg Concessions Savings | 34% |
| Avg Pickup Rate | 83% |

Seasonality

| | |
|-------------------|-------|
| Avg Precipitation | 3.48" |
| Avg Temperature | 62 °F |



JW Marriott Indianapolis

**Site Details****VOLUME POWER**

| | |
|-----------------------|-----------------|
| Total Meeting Space | 104,000 sq. ft. |
| Largest Exhibit Hall | 40,500 sq. ft. |
| Largest Ballroom | 40,500 sq. ft. |
| # of Breakout Rooms | 54 |
| # of Sleeping Rooms | 1005 |
| Internet Drop Pricing | \$0 |
| A/V Provider at venue | |

Transportation To Airport

| | |
|----------|---------|
| Distance | 8 Miles |
| Avg Cost | \$5-6 |

Transportation To Convention Center

| | |
|----------|----------|
| Distance | 6 Blocks |
| Avg Cost | \$24-30 |

City Summary

| | |
|-----------------------------------|-------|
| # Sleeping Rooms within 1 mile | 6,011 |
| # Sleeping Rooms within 1-5 miles | 6,153 |
| Avg Food & Beverage Cost / person | \$269 |

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

Retirement compliance season on the 401k plan is nearing completion. This season was particularly challenging with the addition of the per-pay period reviews for all organizations that had a Plan Administrator change during 2019, but the team is meeting this challenge head on. The search on behalf of the Benefits Trust for an outside partner who can automate this per-pay period review of all contribution submissions and census updates continues and Stacey is hopeful that a decision will be finalized by the end of the year.

Next up for April is the 401k audit prep so that field work can commence on schedule in May. As always, the goal is for completion by end of July. In addition, Stacey will be reviewing the final 401k testing results in an effort to identify any new chamber executives who would benefit from participation in the 457b plan.

Due to popular demand on the Plan Administrator retirement webinars, Principal has agreed to run each topic two times and began with the Principal Pension BuilderSM topic to coincide with the new investment option earlier this year.

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

Stacey is informed that Principal and Groom Law have been going through the details of the SECURE Act and plan to provide their updates and opportunities at the Benefits Trust spring meeting in May. FBI staff continues to follow the latest developments and as always, we remain diligent in our efforts to find new enhancements and opportunities for both FBI and our member organizations. We look forward to sharing continued updates with you as more information becomes available.

ACCE External Affairs Engagement

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

| ACCE Staffer | Date | Event | Location | Description |
|--|----------|---------------------------------------|-------------------|---|
| Beth Bronder | Oct. '19 | Coca-Cola Community Engagement Summit | Atlanta, GA | Full day program for community partners |
| Alysia Bell Will Burns David Velazquez | Oct. '19 | Chan Zuckerberg Initiative | San Francisco, CA | Kickoff meeting with new funder and national partner |
| Will Burns | Oct. '19 | San Francisco Chamber | San Francisco, CA | Meet with new chamber CEO |
| Sheree Anne Kelly | Oct. '19 | ASAE | Washington, DC | Interviewed for article in October magazine |
| Sheree Anne Kelly | Oct. '19 | The Association 100 | Washington, DC | CEO interview for November issue |
| Sheree Anne Kelly | Oct. '19 | Carolina Chamber Execs | Myrtle Beach, SC | Keynote speaker |
| Sheree Anne Kelly | Oct. '19 | Greater Washington Hispanic Chamber | Washington, DC | Meeting with CEO |
| Sheree Anne Kelly | Oct. '19 | Independent Sector | Washington, DC | Lunch with CEO to discuss possible collaboration |
| Will Burns Sarah Amoyaw | Oct. '19 | Skills in the States Forum | Atlanta, GA | National Skills Coalition event with several chamber partners. Presentation on ACCE's talent initiatives. |
| Will Burns | Oct. '19 | Partnership Gwinnett | Duluth, GA | Meeting with CEO and staff |
| Sheree Anne Kelly | Nov. '19 | Robert Wood Johnson Foundation | Washington DC | The Business Imperative for Community Health |
| Sheree Anne Kelly Beth Bronder | Nov. '19 | Facebook Launch meeting/workshop | Washington DC | Met with FB Community Relations team to assist with chamber market strategy |
| Sheree Anne Kelly | Nov. '19 | IL Assoc. of Chamber Execs | Champaign, IL | Keynote speaker and break-out session |
| Sheree Anne Kelly | Nov. '19 | PRSA Connecticut Chapter | Hamden, CT | Keynote speaker |
| Sheree Anne Kelly | Nov. '19 | CT metro & regional chambers | Hartford, CT | Lunch with metro CEOs; presented to regional CEOs |
| Sheree Anne Kelly | Nov. '19 | NACo | Washington DC | Meeting with CEO about potential collaboration |

| ACCE Staffer | Date | Event | Location | Description |
|---|-------------|--|----------------------|---|
| Sheree Anne Kelly | Nov. '19 | Americans for the Arts | Alexandria, VA | Met with staff about partnership opportunities |
| Beth Bronder | Nov. '19 | Chamber Fam Trip to Athens, Greece | Athens, GR | Visited the Athens Chamber of Commerce & Industry |
| Amy Shields | Nov. '19 | National Skills Coalition business and chamber DC fly-in | Washington DC | Business Leaders United on the Hill |
| Sheree Anne Kelly | Dec. '19 | Greater Yakima Chamber (WA) | Via Zoom | Strategic planning session for board of directors |
| Sheree Anne Kelly, Will Burns, Beth Bronder Amy Shields | Jan. '20 | NACo | Washington, DC | Joint team meeting to discuss partnership opportunities |
| Sheree Anne Kelly | Jan. '20 | Vera Institute of Justice | Via telephone | Discussed potential opportunities to collaborate |
| Amy Shields | Jan. '20 | S.D. Bechtel, Jr. Foundation | Miami, FL | Grantee convening on youth character development |
| David Velazquez | Jan. '20 | Ascendium Education Philanthropy | Webinar | Presented on issues aimed at helping justice-involved individuals obtain and retain meaningful employment |
| Stacey Breslin Anissa Starnes | Feb. '20 | WACE Conference | Portland, OR | Silver sponsor and exhibitor |
| Amy Shields | Feb. '20 | National Skills Coalition | Washington, DC | National 2020 Skills Summit with workforce leaders |
| Sheree Anne Kelly | Feb. '20 | World Chambers Federation | Via virtual platform | Executive Committee meeting |
| Sheree Anne Kelly | Feb. '20 | Council of State Chambers | Marco Island, FL | Session panelist, non-dues and foundation revenue |
| Sheree Anne Kelly | Feb. '20 | Trade Association | Via telephone | Interview for national trade association benchmarking project |
| Sheree Anne Kelly | Feb. '20 | Ohio Chamber Execs | Columbus, OH | Keynote speaker and strategic planning session |
| David Velazquez | Feb. '20 | National Network for Justice | Webinar | Guest speaker on webinar focusing on criminal justice & chamber involvement |
| Sheree Anne Kelly | Mar. '20 | National Assoc. of State Latino Chambers | Via telephone | Discussed partnership opportunities with board chair, staff |

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