

Board of Directors Meeting

October 24, 2018
Grand Rapids, Michigan



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors Briefing Book
October 24, 2018

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ACCE Board of Directors Meeting

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

Amway Grand Plaza
Grand Rapids, Michigan

AGENDA

- 8:30 a.m. Welcome & Introductions**
- 8:45 Governance**
- **Review & Approve Minutes – July 17, 2018 Meeting**
 - **Finances**
 - Financial Report
 - Audit Report
 - **Board Committees & Working Groups**
 - **Nominations Process for Directors**
 - Group discussion: ideal attributes of future board members (refer to briefing materials)
- Convention & Spring Board Meeting Update**
- FBI Governance – Annual Stockholders Meeting**
- ACCE Foundation – Strategic Plan Update**
- 10:00 Break**
- 10:15 Strategic Plan Update**
- 11:15 Break**
- 11:30 Workshop – Cultural Intelligence & Working Lunch**
Facilitated by Sonya Hughes, Principal, Inclusive Outcomes LLC
Metro Cities members will join us for this portion of the meeting
- 2:30 Adjourn**

ACCE Board of Directors Meeting

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

Hilton Des Moines Downtown

Des Moines, Iowa

MINUTES

Present: Dave Adkisson, Nicki Anderson, Steve Baas, Rick Baker, Matt Ballard, Alisha Benson, Candace Boothby, John Brewer, David Brown, Lyle Butler, Jay Byers, Jay Chesshir, Jane Clark, Adrienne Cole, Kit Cramer, Greg Durocher, Tiffany Esposito, Kelly Fanelli, Shannon Full, Christy Gillenwater, Randy Gordon, Wendy Gramza, Brian Hall, RaDonna Hessel, Michael Huber, Jeff Hunt, Waymond Jackson, Kris Johnson, Nancy Keefer, Angelle Laborde, Kelle Marsalis, Leonardo McClarty, Matt McCormick, Lori Mattson, Sherry Menor-McNamara, Doug Minter, Ryan Mooney, Pat MulQueeney, Maria Nieves, Anthony Parkes, Carlos Phillips, Tom Pierson, Pam Ridler, Joe Roman, Christine Ross, David Rumbarger, Katie Simmons, Vern Squier, Dale Steenbergen, Tony Vedda, Heidi Walker, Roy Williams and Rebecca Wood

Excused: Heather Briccetti, Chip Cherry, Rob Engstrom, Tim Giuliani, Kelly Hall, Chip Hallock, Bob Harvey, Theresa Harvey, Adam Marshall, Courtney Ross, Todd Sanders, Bill Sisson, Allen Smith, Lacey Toledano and Rob Wonderling

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

Meeting called to order by Chairman Jay Chesshir.

Welcome

Chesshir welcomed the group to Des Moines and brief introductions followed.

Minutes

Chesshir called for a motion to approve the minutes from the April 25 meeting in New Orleans. A motion was made by David Brown and seconded by Steve Baas. *Motion carried.*

Chairman's Report

Chesshir took a few minutes to reflect on the past year. He highlighted that Sheree Anne Kelly continues her listening tour, which included visiting 20 U.S. states in her first year, plus meetings and phone conversations with hundreds of chamber executives. A comprehensive member and non-member satisfaction survey was conducted as well as a thorough analysis of revenue trends. Other accomplishments include an in-depth IT audit, a strategic planning session with the board to devise and launch a new three-year plan and an all-day planning retreat with staff. ACCE's financial state is strong: we continue to increase revenue with strong membership numbers, the foundation has solid current and future funding along with a new name and strategic plan, and we have increased reserve capital. During this year of leadership transition, the team maintained its high level of service and resources to members.

Chesshir then recognized and thanked outgoing directors.

Convention

As the host, Jay Byers welcomed everyone to Des Moines, shared highlights about the coming week and answered questions. Crystal Moore reviewed convention logistics and encouraged directors to circulate among and welcome members, make introductions and visit exhibitors.

Governance

Nominating Committee Chair Joe Roman provided a recap of the nominating season and the criteria used in selecting the slate of directors for 2018-19. Incorporating DEI was a strong consideration across the board. Ballot response was higher than in previous years and there were no nays on the slate. He recognized and welcomed new directors present at the meeting.

Roman then reviewed the officers' slate for the coming year and made a motion to approve. Seconded by Matt Ballard. *Passed.*

CEO Kelly shared that a draft plan is underway to update the nominations process to make it readily available to all members. Board committees and task forces will be restructured and streamlined. A complete review of this, as well as some updates to the bylaws, will be provided at the October board meeting.

Matt McCormick was called upon to introduce the CCE Class of 2018 and noted that this year marked a record number of recipients. He also presented Rebecca Martin of the Federal Way Chamber (WA) as a new CCE Commissioner for consideration, which was approved in the Executive Committee meeting immediately preceding. He made a motion to accept the commissioner and candidates, which was seconded by Candace Boothby. *Passed.*

Treasurer's Report

Chesshir welcomed incoming Treasurer Leonardo McClarty, who presented the financial report in Chip Cherry's absence. He referred directors to the financial statements and noted that our cash position is strong, with over \$2 million in net assets. Membership revenue is above projections, foundation funding for the coming months is looking strong and convention registration is currently above budget. McClarty answered questions and made a motion to accept the financial report. Seconded by RaDonna Hessel. *Passed.*

Strategic Plan Update

Kelly shared an update on the strategic planning session that was held at the April board meeting. She discussed the progress since then as well as the next phase. More to come at the fall board meeting.

ACCE Foundation

Chair Dave Adkisson discussed the foundation's new strategic plan and referred attendees to the draft included the briefing materials. He reviewed its five overarching goals and shared that a new logo is also in the works.

Chesshir offered closing comments and thanked all.

Meeting adjourned.

Association of Chamber of Commerce Executives
Consolidated Projects
For the Five Months Ending August 31, 2018

JC-09CONSBS
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	ACCE	FBI	CGEF	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	946,327.32	\$420,143.30	\$261,140.00		\$1,627,610.62
Investments	380,880.83	\$0.00	\$0.00		\$380,880.83
Investments - 457B	152,154.52	\$0.00	\$0.00		\$152,154.52
Investment in Subsidiary	469,172.72	\$0.00	\$0.00		\$469,172.72
Accounts Receivable - General (net)	200,125.75	\$270,704.68	\$0.00		\$470,830.43
Accounts Receivable - Trust	0.00	\$397,191.29	\$0.00		\$397,191.29
Grant Receivable	0.00	\$0.00	\$363,429.39		\$363,429.39
Due from Related Entities	833,757.42	\$0.00	\$0.00	(833,757.42)	\$0.00
Prepaid Expenses	74,320.44	\$12,104.77	\$703.60		\$87,128.81
Prepaid Expenses - Convention	13,342.00	\$0.00	\$0.00		\$13,342.00
Deposits	4,968.86	\$975.00	\$0.00		\$5,943.86
Fixed Assets, Net	74,709.17	\$2,072.15	\$0.00		\$76,781.32
TOTAL ASSETS	\$3,149,759.03	\$1,103,191.19	\$625,272.99	(\$833,757.42)	\$4,044,465.79
LIABILITIES					
Accounts Payable & Accrued Expenses	53,518.85	\$0.00	\$85,763.79		\$139,282.64
Accounts Payable - Trust	0.00	\$262.78	\$0.00		\$262.78
457B Liability	152,154.52	\$0.00	\$0.00		\$152,154.52
Due to Related Entities	0.00	\$580,695.25	\$253,062.17	(833,757.42)	\$0.00
Deferred Dues	632,850.15	\$0.00	\$0.00		\$632,850.15
Deferred Other	34,880.00	\$24,885.83	\$211,812.69		\$271,578.52
Deferred Rent	152,090.00	\$0.00	\$0.00		\$152,090.00
Deferred Convention	0.00	\$0.00	\$0.00		\$0.00
Capital Lease Obligations	52,824.00	\$0.00	\$0.00		\$52,824.00
TOTAL LIABILITIES	\$1,078,317.52	\$605,843.86	\$550,638.65	(\$833,757.42)	\$1,401,042.61
NET ASSETS					
Net Assets - Unrestricted	1,781,618.95	\$469,172.72	\$74,761.64		\$2,325,553.31
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	289,822.56	\$28,174.61	(\$127.30)		\$317,869.87
TOTAL NET ASSETS	\$2,071,441.51	\$497,347.33	\$74,634.34	\$0.00	\$2,643,423.18
TOTAL LIABILITIES & NET ASSETS	\$3,149,759.03	\$1,103,191.19	\$625,272.99	(\$833,757.42)	\$4,044,465.79
	0.00	0.00	0.00		

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

	August 18 YTD ACTUAL	August 18 YTD Budget	2018-19 Annual Budget	August 17 YTD ACTUAL	Actual vs. Budget YTD \$\$ Variance	Actual vs. Budget YTD % Variance	Actual 2018 vs. Actual 2017 \$\$ Variance
FBI							
Total FBI Revenue	481,297.21	475,416.67	1,141,000.00	483,760.49	5,880.54	1%	(2,463.28)
Total FBI Expense	453,122.60	475,349.17	1,140,838.00	433,368.16	(22,226.57)	(5%)	19,754.44
FBI Net Income	28,174.61	67.50	162.00	50,392.33	28,107.11	100%	(22,217.72)
CGEF/ARS							
Total CGEF/ARS Revenue	522,508.00	1,055,785.00	2,003,833.00	590,591.47	(533,277.00)	(102%)	(68,083.47)
Total CGEF/ARS Expense	522,635.00	1,010,239.00	1,948,953.00	585,017.38	(487,604.00)	(93%)	(62,382.38)
CGEF/ARS Net Income	(127.00)	45,546.00	54,880.00	5,574.09	(45,673.00)	35,963%	(5,701.09)
ACCE							
Revenue							
Annual Convention	898,334.50	880,603.00	880,603.00	1,050,754.00	17,731.50	0%	(152,419.50)
Awards/COY Revenue	17,199.00	18,000.00	22,750.00	13,750.00	(801.00)	(5%)	3,449.00
Certification	2,550.00	2,400.00	15,000.00	450.00	150.00	6%	2,100.00
Chamber Education	310.00	0.00	29,600.00	179.00	310.00	100%	131.00
Chamber Executive Magazine Rev	22,385.00	20,640.00	82,560.00	22,172.00	1,745.00	8%	213.00
Economic Development	11,039.11	23,975.00	31,475.00	18,000.00	(12,935.89)	0%	(6,960.89)
Online University	0.00	500.00	1,000.00	0.00	(500.00)	0%	0.00
Executive Search	6,094.52	3,333.33	8,000.00	5,121.06	2,761.19	45%	973.46
Membership Revenue	739,678.49	733,249.17	1,759,798.00	734,185.52	6,429.32	1%	5,492.97
Metro Cities Revenue	3,600.00	5,300.00	63,050.00	11,375.00	(1,700.00)	(47%)	(7,775.00)
Misc Income	1,003.77	416.67	1,000.00	1,535.15	587.10	58%	(531.38)
National Corporate Sponsors Revenue	34,670.00	58,340.00	260,980.00	22,420.00	(23,670.00)	0%	12,250.00
Publications & Research Revenue	2,583.00	1,250.00	3,000.00	617.00	1,333.00	52%	1,966.00
Total ACCE Revenue from Operations	1,739,447.39	1,748,007.17	3,158,816.00	1,880,558.73	(8,559.78)	(0%)	(141,111.34)
Expense							
Admin (Operations, Occupancy, Governance)	215,831.04	225,575.00	541,380.00	250,350.40	(9,743.96)	(5%)	(34,519.36)
Admin Personnel Costs	122,293.92	127,463.19	509,852.77	135,064.65	(5,169.27)	(4%)	(12,770.73)
Annual Convention	669,115.06	783,984.11	783,984.11	877,411.35	(114,869.05)	0%	(208,296.29)
Awards/COY Expense	16,562.99	14,462.30	34,709.51	9,785.00	2,100.69	13%	6,777.99
Certifications Expense	5,962.56	11,970.40	28,728.96	10,452.40	(6,007.84)	(101%)	(4,489.84)
Chamber Education Expense	18,054.54	19,168.52	46,004.45	20,081.81	(1,113.98)	(6%)	(2,027.27)
Chamber Executive Magazine Expense	31,521.91	48,004.63	115,211.10	38,697.53	(16,482.72)	(52%)	(7,175.62)
Divisions Expense	2,948.53	3,781.89	9,076.53	12,360.14	(833.36)	(28%)	(9,411.61)
Economic Development	15,652.00	16,208.33	38,900.00	38,491.17	(556.33)	0%	(22,839.17)
Hero	55,624.35	69,461.70	166,708.08	38,570.19	(13,837.35)	(25%)	17,054.16
Membership Expense	211,402.26	221,957.30	532,697.51	247,880.84	(10,555.04)	(5%)	(36,478.58)
Metro Cities Expense	4,033.97	11,125.00	55,930.30	21,214.60	(7,091.03)	(176%)	(17,180.63)
National Corporate Sponsors Expense	66,526.83	73,351.91	176,044.58	36,380.72	(6,825.08)	(10%)	30,146.11
Public Policy	0.00	3,545.84	8,510.01	6,573.59	(3,545.84)	0%	(6,573.59)
Publications & Research Expense	6,191.10	6,875.00	16,500.00	6,111.18	(683.90)	(11%)	79.92
Web Expense	7,903.77	9,343.96	94,425.51	10,953.39	(1,440.19)	(18%)	(3,049.62)
Total ACCE Expense from Operations	1,449,624.83	1,646,279.07	3,158,663.42	1,760,378.96	(196,654.24)	(14%)	(310,754.13)
ACCE Net Income	289,822.56	101,728.10	152.58	120,179.77	188,094.46	65%	169,642.79
Total ACCE & Affiliates Revenue	2,743,252.60	3,279,208.83	6,303,649.00	2,954,910.69	(535,956.23)	(20%)	(211,658.09)
Total ACCE & Affiliates Expenses	2,425,382.43	3,131,867.24	6,248,454.42	2,778,764.50	(706,484.81)	(29%)	(353,382.07)
Total ACCE & Affiliates Net Income	317,870.17	147,341.60	55,194.58	176,146.19	170,528.57	54%	141,723.98

ACCE Finance Report

August 31, 2018 Financial Statements (5 months into the FY)

Balance Sheet

Our cash position is strong with over \$1.6 million. Due from related entities is the amount owed to ACCE from FBI and the Foundation for ordinary operational expenses and consulting. Please note that these amounts have been reduced since the August statements due to payments between the entities. Deferred other in this line item is the amount related to the foundation grants from Hewlett and Ford. We can't include this amount as revenue on the Consolidated Statement of Activity until certain portions of the work have been completed. Total net assets are standing at \$2.6 million.

Consolidated Statement of Activity

Convention – Revenue for the 2018 convention was slightly higher than the budget but was lower than the revenue from the 2017 Nashville convention. This was primarily due to 20% less registrants for the Des Moines convention than Nashville. Convention expenses are also down for 2018 because the Des Moines Chamber acted as our Destination Management Company; reducing fees and one convention mailer was cut out. In addition, ACCE's staff did an excellent job of managing expenses while maintaining the optimal attendee experience.

Certification Revenue – CCE revenue for 2018 is slightly higher than budget but significantly higher than the 2017 revenue amount. This is primarily due to the streamlining of the billing and collection process which has resulted in more invoices being paid on time.

Economic Development – Revenue for 2018 is lower than budgeted. The budgeted amount was based on 10 site consultant appearance fees at \$3k/each with Des Moines Partnership paying for half of the anticipated amount. However, this year we only recruited six consultants and only paid a fee for five of them (one consultant was reimbursed for expenses only). In addition, we had lower than planned attendance at the site consultant program this year.

Metro Cities – Revenue in this line item is lower than in 2017. This is due to the timing of the meetings. For the FY17, the last meeting was held in April as opposed to the traditional March meeting. For FY18, the first meeting is in October. The expenses in this line item are also affected by the timing of these meetings.

National Corporate Sponsors - It's early in renewals season for ACCE official corporate sponsors and other annual sponsors. Most of these are due on or near January 1. We have had some sponsors that were up for renewal by August, however. While the paperwork is not signed

yet, we have verbal approvals from three different sponsors with contracts totaling \$67,500, and we expect all three to be signed within a month.

HERO Expenses – The HERO expense increase is attributed to salary increases, increased hours for Jen and contractor Jamie, and HERO paying for an additional staffer to go to the Des Moines Convention.

Net Income - five months into the year the ACCE net is better than budget. FBI is running ahead of budget and the Foundation is running behind budget due to timing. It is too early in the fiscal year to make decisions about strategy changes. Foundation funding for the next seven months is looking very good.

ACCE Board Committees and Working Groups

To better align board engagement with our new strategic plan initiatives, we will be reducing the number of board committees and task forces and focusing on areas where committee leadership would best serve ACCE and the profession.

New committees and working groups:

Industry Trends & Best Practices

(Co-Chairs, Christine Ross & Pam Ridler)

Whereas we used to have both information/research and a conventions/professional development committees, we recognize these are not mutually exclusive. This group will meet to share and discuss the latest trends and best practices so that the ACCE team can develop research, content, programming and resources to meet the current and future needs of the chamber community.

Engaging the Public Sector

(Chair, Chip Cherry)

Where we formerly had a coalitions and policy awareness committee, we will build out a task force with a broader mission. This group will help guide our efforts for our strategic “community advocacy” pillar and help guide the creation of additional resources for the 9th Horizon influence.

We will be *dissolving* the following committees:

Membership Committee

If approved by the executive committee and board, we will better leverage the full board through more regular engagement for prospects, recruitment, retention, benefits, and membership model discussions. We will seek to amend the bylaws to reflect a consent calendar to approve new members in ACCE. This would take place at the next board meeting, so the membership committee will stay intact until that time.

Board Development Committee

Again, board development is an opportunity for every member of the ACCE board. We will continue to elicit feedback and ideas from board members, but will also embark on a nomination process to increase the pool and scope of interested candidates. Per our bylaws, a nomination committee for both the officers’ slate the full board will remain in place.

Coalitions and Policy Awareness

Morphing into engaging the public sector, per above.

HERO/Research and Conventions/Professional Development

Merging the two into industry trends and best practices, per above.

D&I Working Group

This has now been made an official division within the ACCE membership structure and is likewise more formalized into all of our activities via the strategic plan.

Transition Task Force

No longer needed.

The following committees, task forces and groups will remain in place:

Finance Committee (*Chair, Leonardo McClarty*)

Board members only may serve

Audit committee (*Chair, Chip Hallock*)

Board members only may serve

Urgent Response Task Force (*Chair, Gina Spagnola*)

Any ACCE member may serve

Chamber of the Year (*Chair, Christy Gillenwater*)

Any ACCE member CEO may inquire about serving

CCE Commission (*Chair, Linda Rabe*)

Any ACCE member who is a CCE may inquire about serving

Proposed Board Nomination Process

In order to increase the pool of qualified and diverse candidates for our board of directors, we're proposing a board nomination process. In addition to the board nomination form (draft attached) our online nomination link would include:

- Our one-pager on board member expectations
- Travel, time and estimated cost requirements for board meeting attendance
- Board Conflict of Interest Policy, which all board members must sign
- Ideal attributes of ACCE Board Members

In addition to feedback on the nomination form, our board meeting in Grand Rapids will give us the opportunity to have a group discussion about ideal attributes for board members. Sheree Anne and the senior leadership team at ACCE have come up with the following attributes as a starting point for the board discussion:

Characteristics and Attributes of an Ideal ACCE Board Member

- **Integrity: Honest and upholds the highest ethical standards**
Trustworthy, transparent and works in the best interest of the association, even when decisions may not be popular with all members or may not benefit the individual. Sometimes board members must subordinate their special interests for the good of the broader membership
- **Proven leadership**
We seek leaders both within a chamber and across the broader chamber community. Strong management experience, creative problem solving and a collaborative temperament, among other skills, help advance ACCE and the industry
- **Innovative approach**
We seek chamber leaders that understand and adapt to the shifting dynamics of our political, social, economic and business environments. This insight is necessary to ensure the entire chamber movement is forward-thinking in its development
- **Inclusive**
Experience working with diverse groups and seeks to promote diversity within own chamber and the broader chamber community
- **Commitment and dedicate the time to serve**
Dedication to the mission and goals of ACCE is critical, plus the ability to participate fully in association activities, meetings, committees and other volunteer roles
- **Strategic thinking**
Ability to think about trends beyond chamber work, consider long term dynamics and impacts, and take a holistic view of the industry and its needs
- **Coach and Mentor**
ACCE leadership not only drives the mission of the organization but also coaches future chamber leaders. Embodies enthusiasm for the industry, and willingness to share insights, coach and support the next generation of leaders. Also encourages their own staff to participate in ACCE programming and services.

ACCE Board of Directors Nomination Form



Is this a self-nomination or are you being nominated by someone else?

Self-nomination Nominated by someone else

(A board candidate may be nominated by another individual, however the nomination form should be completed by the nominee.)

If nominated by someone else, include name, title, organization and phone number:

About the board candidate:

Name:

Title:

Chamber:

Email:

Phone:

Are you a CCE (Certified Chamber Executive)? Yes No

Gender: Female Male

Age: 18-24 25-34 35-44 45-54 55-64 65+

Ethnicity:

- | | |
|--|---|
| <input type="checkbox"/> African | <input type="checkbox"/> Middle Eastern |
| <input type="checkbox"/> African American/Black | <input type="checkbox"/> Multiracial/Biracial |
| <input type="checkbox"/> American Indian/Native American | <input type="checkbox"/> Native Hawaiian |
| <input type="checkbox"/> Asian | <input type="checkbox"/> Pacific Islander |
| <input type="checkbox"/> Caucasian/White | <input type="checkbox"/> Other |
| <input type="checkbox"/> Hispanic | <input type="checkbox"/> I prefer not to answer |
| <input type="checkbox"/> Latin American | |

Are you a veteran? Yes No

Do you offer other dimensions of diversity you'd like to share?

Completed applications can be emailed to Karen Haggerty at khaggerty@acce.org by **XXX**.

Background and Experience:

Please include a copy of, or hyperlink to, your bio:

Number of years in your current position:

Please list your most relevant leadership roles (past and present) outside of your role at your chamber of commerce:

Please outline an achievement, success or innovation that has occurred under your leadership
(200 words or less)

We seek a board of directors with diverse skill sets. Please rate your top five skills/areas of expertise in order from 1 (greatest strength) to 5. *Please rate only your top 5.*

Community Advancement/Partnerships	Innovation
Diversity, Equity & Inclusion	International Relations
Economic Development	Marketing/Comms/PR
Finance	Membership
Foundation Management	Non-dues Revenue
Governance	Strategic Planning
Government Affairs/policy	Technology
Human Resources	Workforce/Talent Pipeline
Other?	

Explain why your #1 response from the list above is your greatest strength:

Engagement in ACCE

What has been your involvement in, and engagement with, ACCE to date?

Why do you want to join the ACCE board? (200 words or less)

Completed applications can be emailed to Karen Haggerty at khaggerty@acce.org by XXX.

Fringe Benefits, Inc.
Lacey Toledano, IOM, Chair

The focus this past year has been on due diligence reviews for both the insurance and retirement programs.

The insurance renegotiations were completed over the summer with positive results. We are receiving premium discounts and/or increased benefits across all insurance lines of coverage. As a result, we have an extended open enrollment period this fall. The benefits team has been engaged in heavy marketing efforts that include print, web, email and direct call campaigns. FBI is hopeful that an increase in participation during the open enrollment may help offset an anticipated decrease to revenue due to the reduced premiums chambers will be paying. In addition, FBI staff has identified areas for savings within the budgeted expenses that will allow budgets to stay on track for the fiscal year. The team has also been working on the required programming changes necessary for the January 1, 2019 insurance rates.

The retirement renegotiations continue with all vendors and are expected to wrap-up at the Benefit Trust meeting in mid-November. FBI rates are competitive within the marketplace, so it is anticipated that we will see minimal, if any, changes for next year. However, positive changes for the plan participants may include a small reduction in asset-based fees and/or an increase in services provided to the plan. The Benefits Trust has approved several enhancements to the 401k and 457b plan designs including new investment options and auto-deferral increase capabilities. The FBI staff is working with Principal on implementation and rollout of these changes to ensure minimal disruption to local plan administrators. Participant communications will go out in November.

Growth efforts on the 401k plan have steadied. We did not anticipate the high growth experienced in 2016 and 2017 and set budgets and goals accordingly. We are slightly ahead of the goal for number of new chambers joining the 401k plan, but may meet or possibly be just under on the plan size goal. Advances made on plan design enhancements will likely offset any shortage on plan size growth, so overall a healthy growth rate for the year.

DOL fiduciary regulation that involves our work has been vacated, but uncertainty continues as the states and SEC propose additional fiduciary regulations. The Benefits Trust has engaged the assistance of Groom Law to further minimize risk for themselves, FBI, and Stacey by documenting that our marketing and sales procedures do not create fiduciary status.

FBI staff – in conjunction with ACCE leadership - continues to follow the latest developments on AHPs and research avenues of opportunity. The DOL did not address issues for national health care plans, such as hosting a plan that crosses multiple state borders, which makes a nationwide plan for ACCE impossible at this time. There may be long-term opportunities if regulators and carriers work through those challenges. We will continue to seek solutions to the high cost of healthcare for chambers and their staff.



Strategic Plan: 2019-2022

Presented: October 2018

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

ACCE Strategic Plan: 2019 - 2022

I. Executive Summary

Our association has experienced a continued, strong financial position, growing membership numbers and revenue, and healthy member satisfaction ratings. We want to build on this success and improve our value proposition by serving the highest needs of our community, now and far into the future. By crystalizing our strategy, and aligning our resources to achieve that, we can enhance ACCE's membership offerings to ensure we provide the information, counsel, resources, services, training and other benefits to make chamber executives' jobs easier and more successful.

ACCE will work to elevate the capabilities and brand of chambers of commerce, so they can best promote, serve, and improve their communities.

II. Situational Assessments

ACCE staff undertook a comprehensive information gathering process among many stakeholders. We evaluated existing procedures, programs and resources, as well as closely examined and considered our community's current and future needs. We leveraged the following to help guide the direction of our plan:

1. CEO Listening Tour: A coast-to-coast tour involved conversations with more than 100 chamber professionals both in person and by phone, plus connections with international chamber execs.
2. Member Survey: Participation from nearly 700 members informed us of challenges, opportunities and community needs. Additionally, we elicited our first-ever net promoter score.
3. Non-member Survey: Completed by nearly 100 non-member chamber CEOs, this survey showed the primary reasons for not belonging were cost of membership and lack of awareness of benefits.
4. IT Audit: A thorough assessment was conducted of equipment, infrastructure, processes, tools and information security, relating to both staff and member experiences.
5. Revenue Trends Analysis & Benchmarking: In addition to tracking ACCE trends over time for all revenue and expense lines, we also benchmarked ourselves against other best-in-class associations. Benchmarks included funding, resources, structure and operations.
6. Board Retreat: Our leadership provided extensive guidance on ACCE's value proposition as well as current and future needs of the chamber community.
7. Staff Retreat: A full-day offsite retreat included SWOT assessments and collaborative brainstorming on how to drive the association forward. As important as new initiatives, the team also discussed what we can stop doing, be it onerous processes or sacred cows.
8. Legal Reviews: Legal counsel was brought in to evaluate the structure, operations and contractual agreements for ACCE's three entities, ensuring not only compliance but also mitigating future risks.

9. Young Professionals Interviews: Extensive qualitative discussions were held with a number of millennial chamber professionals to hear why and how they currently engage with ACCE, as well as ways we can improve our appeal to younger audiences.
10. Research: As a backdrop to our strategic plan, we incorporate the latest research in areas like engaging the next generation, new power paradigms, and of course the Horizon Initiative.

III. Impact Statement

At ACCE’s spring board of directors’ meeting, the board participated in a facilitated retreat. One core component was to gather the collective insight of our organization’s leadership to craft an impact statement for the association. Following a brainstorming session, board members voted on the most critical contributions ACCE makes to the profession, as well as the resulting impacts on the individuals and communities we all serve. This impact statement is a result of that effort:

ACCE connects and empowers chamber executives to have the courage and confidence to be catalytic leaders addressing their community’s greatest issues.

IV. 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

- A. Ensure all programs, resources, services, communications, samples, accreditation, awards and convention have a best practice and forward-leaning focus.
- B. 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.
- C. Increase number of programs, resources and services focused on the social, economic, business and political trends that impact chambers, their members and communities.
- D. 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.
- E. 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.
- F. Modernize the requirements and curriculum for, and elevate the profile of, CCE.
- G. 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.
- H. Increase original thought leadership around trends and best practices. Includes research, speeches, writing, surveys, quick polls and benchmarking.
- I. Improve existing, and seek new benefits through Fringe Benefits, Inc. to improve chamber organizational performance and aid in staff recruitment and retention.

2. Chamber Stories

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

- A. 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.
- B. Increase resources, staff expertise, services and training on storytelling, crafting and sharing value propositions, and other tools to help chambers hone their narratives.
- C. 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.
- D. 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.
- E. Position ACCE's brand in key markets of interest through co-branded research, engagement at major conventions and conferences, and other public channels.
- F. Continue robust dialogues within and outside of the chamber community about the future of the "chamber brand."

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.

- A. Promote and encourage chamber value propositions that go beyond transactional to transformational, where chambers are solving the greatest problems in their communities.
- B. 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.
- C. Survey and build focus groups to determine what resources and services would best assist our members in these areas.
- D. Build out information and examples for the Horizon Initiative's 9th influence, engaging the public sector.
- E. Build opportunities for like-minded chambers to convene and collaborate around the most pressing issues, and form coalitions to address them.
- F. 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.
- G. Consider partnerships and coalitions around issues impacting the entire profession.
- H. 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.

- A. 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.
- B. Remain nimble to be responsive to shifts in our business environment.
- C. Engage board members more actively in all aspects of the association including membership, programming and outreach.
- D. 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.
- E. 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.
- F. Breakdown silos to ensure open, cross-functional communications, and a holistic perspective is taken.

- G. Automate internal and external processes to free up staff time for high-level service.
- H. Grow reserve funding to ensure not only a strong emergency fund, but also have capital on-hand should strategic investments become available.
- I. Ensure consistent alignment with ACCE Foundation and Fringe Benefits, Inc.
- J. Research and evaluate membership models and benefits to ensure highest value per dollar for members of all sizes, with varying needs.
- K. 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.
- L. Improve membership and marketing analytics so that staff is better able to evaluate strategies, understand membership drivers and set priorities.

V. 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.
- 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.
- This lens should be applied to programming, research, communications, convention sessions and presenters, and other association activities.
- Likewise, we will work to attract, engage and retain diverse opinions.
- 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.

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.
- 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.
- Grow opportunities for two-way mentoring between seasoned and younger professionals.

- Make peer-to-peer idea sharing easier for networks and other groups via new technology platforms.
- 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.
- Improve training and education for geographically dispersed members via technology

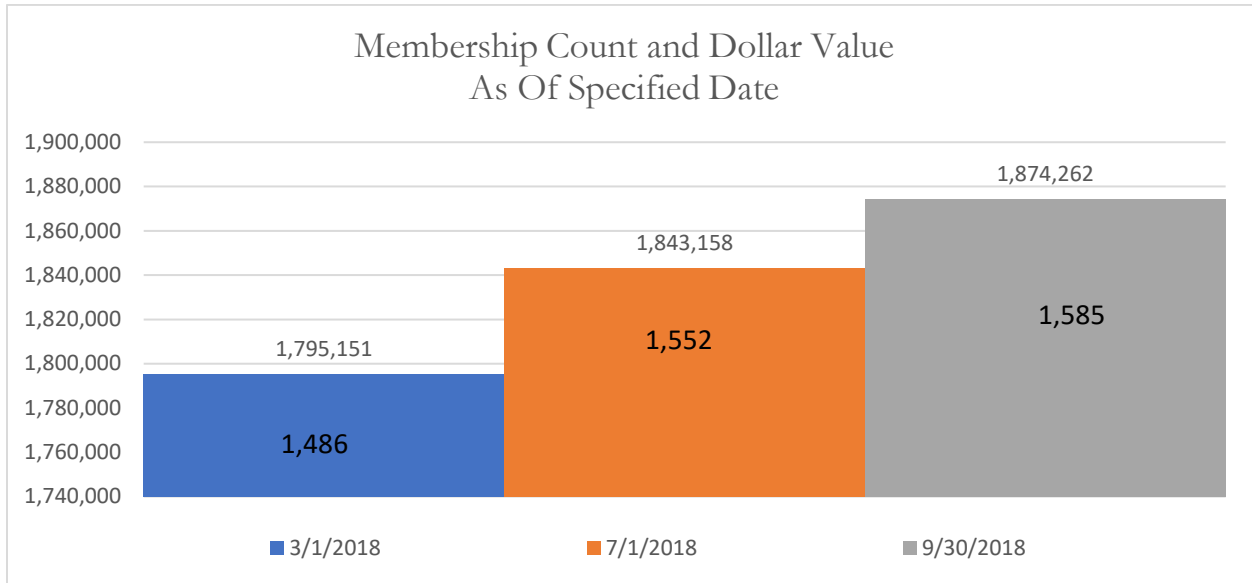
VI. How We Measure Success

- Implement 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.
- Minimized profile and influence of competitor organizations.
- Increased partnerships and collaborations with outside organizations.
- Increased exposure 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 reserve funding to \$1.3 million from current \$485,000.

Membership Report

Tamara Philbin, Chief Operating Officer

Below shows ACCE membership growth, in both number of members and their total dues value, just before the start of this fiscal year until now. We have lost a few Horizon Investors and picked up more All ACCEss Pass members since the beginning of this fiscal year. We will be reviewing the composition of benefits in both value-added member investments as we finalize the strategic plan.

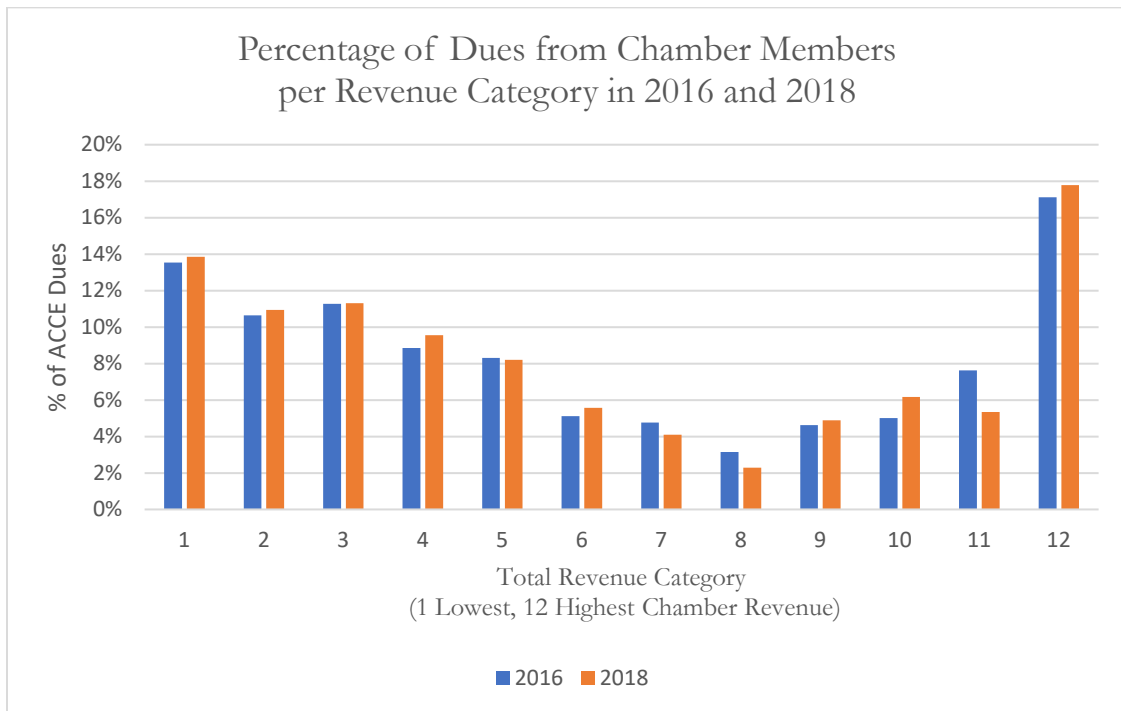
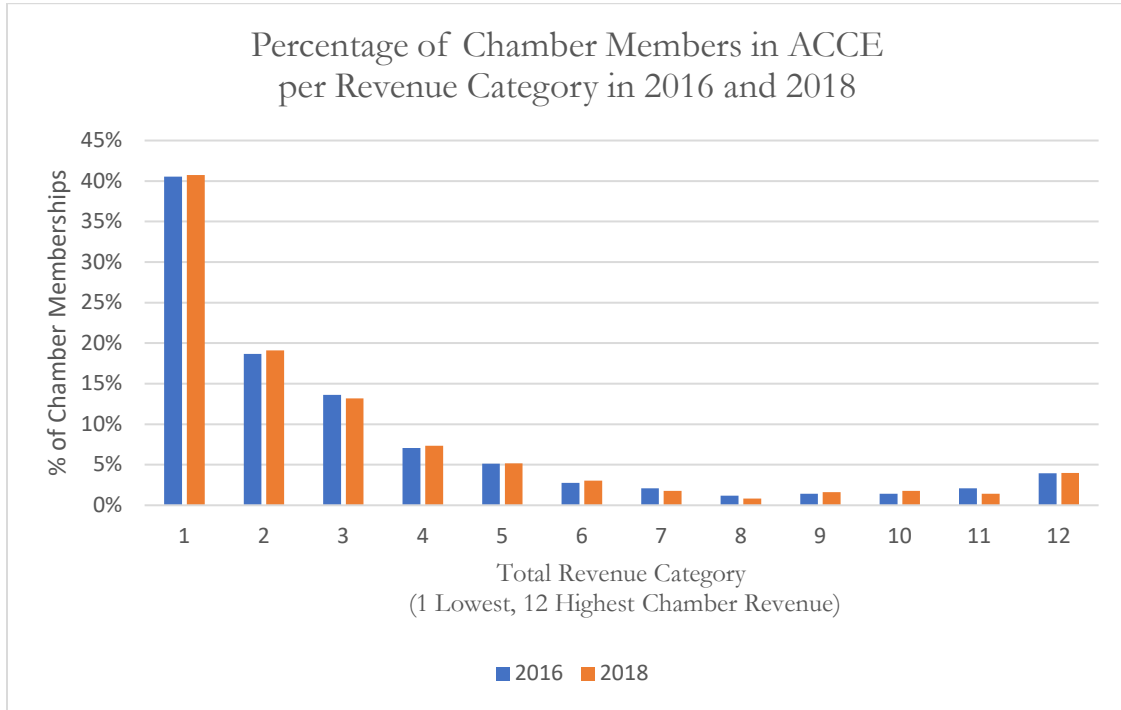


Below is our current Dues Schedule for Chamber Memberships which has been in place since 2014.

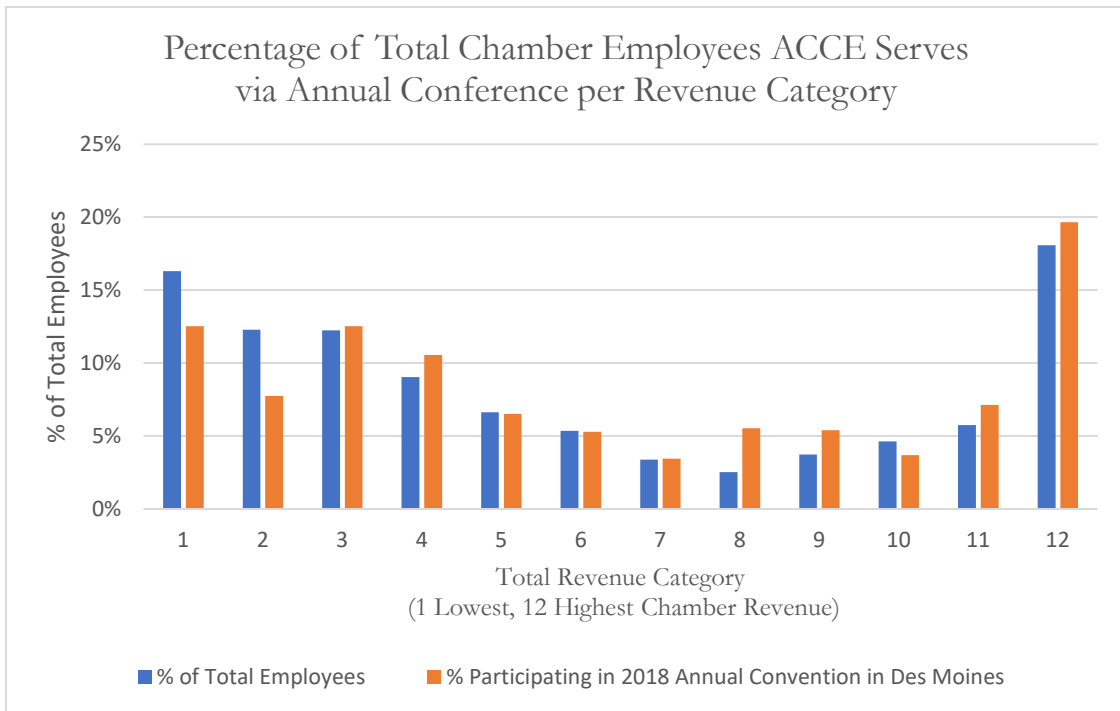
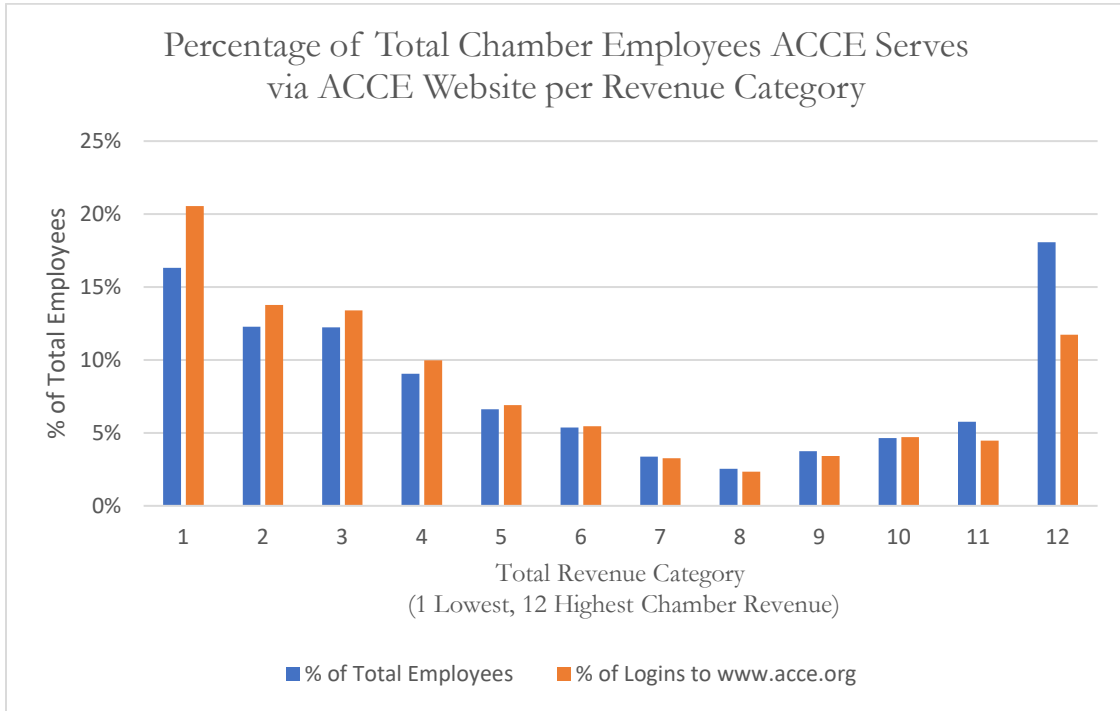
ACCE Membership Dues Schedule based on Total Revenue

Category	Total Revenue	Membership Dues
1	Less than \$300,000	\$470
2	\$300,000 to \$499,999	\$779
3	\$500,000 to \$749,999	\$1,112
4	\$750,000 to \$999,999	\$1,632
5	\$1,000,000 to \$1,249,999	\$2,016
6	\$1,250,000 to \$1,499,999	\$2,287
7	\$1,500,000 to \$1,749,999	\$2,843
8	\$1,750,000 to \$1,999,999	\$3,337
9	\$2,000,000 to \$2,499,999	\$3,609
10	\$2,500,000 to \$2,999,999	\$4,128
11	\$3,000,000 to \$3,999,999	\$4,598
12	Greater than \$4,000,000	\$4,845

These two charts represent the breakdown of the number of chambers participating in ACCE by Dues Category. There has been little shift in these figures over the past two years. Almost 75% of our chamber members have a total revenue of less than \$750,000. Members in the three lowest dues categories account for 73% of our total membership and 36% of our dues revenue. The three largest dues categories make up 7% of our membership and 29% of total dues revenue.



The chart below represents the percentage of chamber member employees participating in ACCE by logging into our website, broken down by revenue category. Those employed by chambers in category 1 make up the largest percentage of employees using our website, while those employed by chambers in category 12 have the largest percentage of employees participating in our annual convention. All figures are for 2018.



ACCE Revenue Programs Chris Mead, Sr. Vice President

Des Moines and Beyond

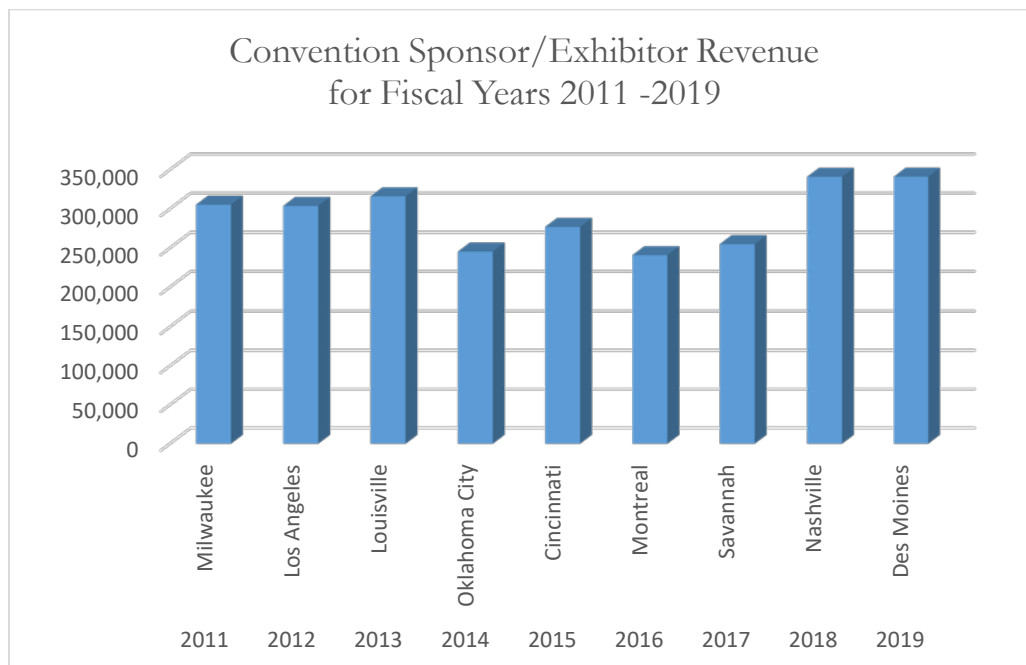
Revenue from Des Moines (fiscal 2018-19) has boosted ACCE's line item for the convention's exhibitors, sponsorship, and advertising to a point close to the record for the same line item in Nashville the previous year. Des Moines' total now stands at a palindrome-like \$341,143. (Think "racecar" or the very first sentence: "Madam, I'm Adam.")

Dates below represent fiscal years. Hence Des Moines is shown in the graph with the date 2019 because it falls within ACCE's 2018-19 fiscal year.

The revenue in this line item includes no money from ACCE's annual sponsors. (Annual gold sponsors pay ACCE \$30,000 per year and annual silver sponsors pay ACCE \$15,000 per year.) Yet most annual sponsors consider the convention the most valuable thing that they do with ACCE. Thus,

the convention is responsible, directly or indirectly, for a good deal more than the money represented on the graph. Many thanks to Jay Byers and his Des Moines team for helping make this ACCE success possible.

The revenue team of Chris Mead, Dana Ketterling, and Tenja Young, together with Sheree Anne and others, is beginning to broach ideas for how annual sponsorships and other revenue sources may be adjusted for 2019 and beyond. The process will accelerate when Chris's replacement comes aboard. Chris retires from ACCE on December 31. The job description for the new position is now on ACCE's and other web sites.



Networks Report

Community Peer Groups

- **Metro Cities Council:** The Metro Cities Council will meet October 24-25 in Grand Rapids, Michigan. We are currently working on details for a January 2019 meeting, and the meeting and dinner at 2019 ACCE Convention in Long Beach is being planned for Tuesday, July 16.
- **Major Cities Council:** The winter 2019 Major Cities Council meeting will be held in Irving, Texas, on January 27-29, hosted by the Greater Irving-Las Colinas Chamber. The council meeting and dinner at the 2019 ACCE Convention is being planned for Tuesday, July 16.
- **Emerging Cities Council:** Emerging Cities Council CEOs will meet October 22-23 in Holland, Michigan, hosted by the Michigan West Coast Chamber, and another meeting may be planned for April 2019 in Daytona, Florida. A meeting and group dinner are also being planned for ACCE Convention on July 16. The group continues to see active participation on its monthly calls and engagement on its email list. The next call is October 31 at 3 p.m.
- **Hometown Chamber Council:** The council held a roundtable meeting and group dinner during the ACCE Convention in Des Moines. Its next quarterly roundtable call is scheduled for November 14 at 3 p.m.
- **University Communities Council:** Members of the council met during the ACCE Convention in Des Moines and the group continues to explore a partnership and potential peer meeting in conjunction with the International Downtown Association's College Town Summit.

Divisions

- **Communications & Marketing Division:** The division met during the ACCE Convention to discuss economic development marketing with special guests Dariel Curren and Rebecca Gehman from Development Counsellors International (DCI). Follow-up roundtable calls are being planned, along with a potential survey to benchmark key marketing and communications metrics.
- **Diversity & Inclusion Division:** Division members helped plan a successful track of programming during the 2018 convention. We continue to hold monthly roundtable calls and have devoted one call each quarter to a deep dive into a specific chamber program. A participant outlines his/her challenges and division members offer advice through a facilitated discussion process. Recent calls have focused on diversity summits, diversity pledges and CEO engagement.
- **Economic Development Division:** Division volunteers planned the annual Connecting with Site Consultants program during convention in Des Moines. The program is being redesigned for 2019, based on feedback from the last division meeting.
- **Education & Talent Development Division:**
 - The fifth cohort of the Fellowship for Education & Talent Development kicked off in September 2018, with 20 new fellows from across the country.
 - We launched a new Healthy Communities Program October 4-5, with the support of the Robert Wood Johnson Foundation. The year-long professional development program will support 10 chambers seeking to address a community health challenge.
 - The Division's Annual Meeting will be held May 13-15 in Spokane, Washington, hosted by division chair Alisha Benson and the Greater Spokane Incorporated team.
- **Events Division:** ACCE launched a new peer network for events professionals at the 2018 convention. Additional programming will be announced following the October 18-19 Events Training Conference, hosted by the Greater Kansas City Chamber.

- **Government Relations Division:** Recent monthly calls have focused on transportation challenges, workforce policy, affordable housing and inclusive economic development. The Division will hold its annual meeting November 12-14, hosted by the Greater Boston Chamber. Among other topics, we'll discuss the Greater Boston Chamber-led Business for Federal Research Funding Coalition.
- **Urgent Response Task Force:** Task force chair Katie Simmons left the Chico Chamber. Gina Spagnola, President & CEO of the Galveston Regional Chamber has replaced her as chair. The task force held a call on September 25 to plan for the year ahead and plans quarterly calls in 2019.
- **Membership Development Division:** Our 2018 sales mentorship program, in which 17 mentor-mentee pairs participated, will conclude in December. The next program is tentatively scheduled to launch in February 2019. We began the fall educational programming with a webinar on member personas led by Cathi Hight. This webinar is first in a two-part series on understanding, engaging, and serving different types of members; we will follow up with a spring webinar on journey mapping. Advisory Board Chair Kelly Fanelli kicked off our Division roundtable series with a peer-to-peer call on bringing in large companies as high-level investors. Initial planning has begun for our 2019 sales training conference, which will be hosted by the Dallas Regional Chamber in March.

Professional Development & Convention

Crystal Moore, Vice President – Professional Development & Convention

Convention 2018

Finance: We expect the net profit from this year's convention to exceed budget. We are in the process of cleaning up collections with a deadline of the next 60 days. We were able to cut expenses by hiring the Des Moines chamber as our destination management company and trim printed marketing by switching to more virtual elements.

Convention 2019

The content development team is already geared up to discuss topics for 2019. A speaker request for proposals will be sent out early winter. We are also exploring possible keynote speakers. Our first site visit of two visits to Long Beach will occur this month. The team is working with Randy Gordon and his team as well as the Long Beach CVB.

CCE

We anticipate approximately the same size group of candidates as last year's class, around 12 candidates, based on the number of intent to apply we have received. The CCE Commission will continue to work with the ACCE Diversity, Equity and Inclusion Scholarship cohort to make sure that the chamber industry continues to represent the communities they serve.

2018 Event Planning

This year's event will be in Kansas City this month. The professional development team is trying out a new roundtable format this year. This is a much smaller audience which will allow for deeper engagement and long-term relationships. The event had sold out with a waiting list.

HERO

The HERO Team has developed a [Resource Management Policy](#) to guide our work, establish resource selection criteria, and curate content to ensure the highest quality resources are presented to staff and members. We are adopting and migrating to a web-based platform known as [LibAnswers](#) and [LibGuides CMS](#), both products available through [SpringShare](#). LibAnswers is a reference management platform and LibGuides CMS is a content curation and presentation platform. They integrate seamlessly with each other and will further support our resource delivery and reference management 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	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
Will Burns	June '18	CAEL Business Champions Meeting	Arlington, VA	Meeting with workforce staffer from major national corporations
Will Burns	June '18	AARP Business Roundtable	Washington, DC	Meeting between AARP staff and chamber stakeholders
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
Will Burns	July '18	National League of Cities Meeting	Washington, DC	Met with NLC staff to discuss partnership opportunities
Sheree Anne Kelly	Aug. '18	Carroll Biz Challenge	Westminster, MD	Annual Carroll County Chamber event focusing on aspiring entrepreneurs
Alysia Bell	Aug. '18	Bechtel Foundation meeting	San Diego	How to engage business communities in out-of-school-time youth character development to prepare them for our future workforce
Will Burns	Aug. '18	National Skills Coalition Meeting	Alexandria, VA	Met with NSC staff to discuss grant opportunity

Sheree Anne Kelly	Sept. '18	Wisconsin Chamber of Commerce Execs	Wausau, WI	Keynote speaker
Sheree Anne Kelly	Sept. '18	Kentucky Chamber of Commerce Execs	Frankfort, KY	Keynote speaker
Sheree Anne Kelly	Sept. '18	Louisiana Chamber of Commerce Execs	Bossier City, LA	Keynote speaker
Sheree Anne Kelly	Sept. '18	Minnesota Chamber of Commerce Execs	Mankato, MN	Keynote speaker
Will Burns	Sept. '18	U.S. Chamber Advocacy and Growth Conference	New Orleans, LA	Conference with chamber government relations staffers
Sheree Anne Kelly	Oct. '18	Williamson, Inc. (TN) Fly-in	Alexandria, VA	Speaker
Karen Haggerty	Oct. '18	Williamson, Inc. (TN) Fly-in	Alexandria, VA	Economic development tour
Will Burns, Emily Counts, David Velazquez	Oct. '18	Healthy Community Program	Princeton, NJ	Launched new healthy communities program at Robert Wood Johnson Foundation HQ
Stacey Breslin	Oct. '18	Principal Retirement Conference	Colorado Springs	The latest updates on the retirement industry, regulations and what's ahead
Alysia Bell	Oct. '18	Grantmakers for Education Annual Conference	San Diego	Present and build relationships with education/workforce development foundations
Sheree Anne Kelly	Oct. '18	Pennsylvania Chamber Professionals	Barnesville, PA	Keynote speaker
Sheree Anne Kelly	Oct. '18	Grand Rapids Chamber	Grand Rapids, MI	Meet with area chamber execs – ACCE update, Horizon Initiative and Chamber Storytelling
Sheree Anne Kelly	Nov. '18	Greenville Chamber	Greenville, SC	Meet with area chamber execs; speaker at board retreat
Sheree Anne Kelly	Nov. '18	AZ Chamber Execs	Lake Havasu, AZ	Keynote speaker
Sheree Anne Kelly	Nov. '18	Los Angeles Area Chamber	Los Angeles	Meet with new CEO and chamber staff
Sheree Anne Kelly	Nov. '18	NJ Chamber Execs	New Brunswick, NJ	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.



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors 2019 Governance Meeting Calendar

April 15-16 • Daytona

Finance Committee	April 15	Time TBD
Executive Committee	April 15	Time TBD
Board Dinner	April 15	Time TBD
Board of Directors	April 16	8:30 am EDT

July 14 • Long Beach

Finance Committee	July 14	Time TBD
Executive Committee	July 14	Time TBD
Board of Directors	July 14	Time TBD

October (date TBD) • Alexandria

Finance Committee	October	Time TBD
Executive Committee	October	Time TBD
Board Dinner	October	Time TBD
Board of Directors	October	8:30 am EDT

Committee meeting conference calls announced as needed.