ACCE Board of Directors Meeting
August 9, 2016 | 3:00 – 5:30 p.m.
Westin Savannah Harbor, Grand Ballroom, Second Floor
Savannah, GA

AGENDA

Welcome, Announcements & Introductions – Chairman Joe Roman

Sponsor Guest: International Sign Association – David Hickey, VP Govt. Relations

I. Minutes

II. Chairman’s Report

III. Recognition of Outgoing Directors

IV. Election of Officers

V. Incoming Chairman’s Remarks – Jay Chesshir

VI. Governance
   a. Bylaws amendment to clarify membership categories – Patrick MulQueen
   b. Approve Board members for Affiliates – CGEF and FBI
   c. Committee Assignments & Explanations – 2 new Working Groups – Mick Fleming

VII. Resources – Treasurer Chip Cherry & Chair-elect Joe Reagan
   a. Financial and Revenue Reports

VIII. Consent Agenda (Staff and Committee Reports)

IX. EAD/CGEF Report – Vice Chair Richard Dayoub, CCE

X. Diversity & Inclusion Working Group Report – Doug Minter

Guest: World Chambers Federation: Sidney and Beyond – Anthony Parkes, CCE

XI. Convention Updates:
   a. 2016 Savannah – Things to Know & Do
   b. 2017 Nashville
   c. 2018 Des Moines Planning
   d. 2019 Orlando* (TBD)

XII. President’s Report (as time permits) – Mick Fleming

* Conjoined event with World Chambers Federation
Board of Directors Briefing Book
August, 2016

Contents

• President’s Report
• Minutes from the April 20th Meeting
• Membership Committee, Proposed Bylaw Changes
• 2016-17 Board Committee and Work Group Assignments
• Finance Report
  o Balance Sheet as of June 30, 2016
  o Consolidated Statement as of June 30, 2016
• Revenue Report
• Information and Instruction Report
• Networks Report
• Education Attainment Division Report
• Diversity and Inclusion Working Group Report
• Special Report: 2019 World Chambers Federation Congress
Before I begin my routine puns stretching and news spinning about ACCE, I need to comment on the events of the last six weeks – and the feelings of frustration and disappointment surrounding issues of both race and policing. These events have served as vivid illustrations of the “political-social fragmentation” described in the Horizon Report. Lord, I wish the contributors to that chapter could have been proven wrong! One way or another, I’ve been attempting to deal with some of these concerns for 50 years. The reality that Americans can’t “all just get along” has influenced many aspects of my life. Someday, over a coffee or at the end of the bar I can tell these stories, but what about right now? For chambers, a climate of violence and fear is impossible to silently accept as a “new normal.” “Peacekeeper” or “social engineer” may not be included in your position description or mission, but those roles may become part of your job on any given day. Our member organizations are working locally to avoid becoming the next town affected by a high-profile, tragic shooting. You are working on underlying causes of civil unrest, while at the same time trying to figure out how to deal with it should it arise; all without being elected, appointed, or anointed by anybody to do so. We can’t offer a cure-all pill for you, but we can provide a forum for discourse with peers who get it. We can use the D&I Working Group to foster change in the chamber movement itself. We can provide a “track” in the convention devoted to inclusion and diversity priorities, as well as crisis management and economic recovery. Are there other ways ACCE or I can help?

Now – the News from the southwest corner office. Given where we are meeting next, I figure a southern theme might work.

We’re fixin’ to . . .

. . . host a big gig! Registration and sponsor support for the Savannah Convention is very strong. Our host Bill Hubbard promised/warned us that conferences can be 20% bigger than normal for organizations meeting in Savannah. We won’t make that number, but we’re ahead of many recent conventions. Exhibit hall? Sold out. First time attendees? A record. Program and content? Broad and deep. Buzz? Loud. We look forward to seeing all y’all (that’s the plural) in a place that defines Southern charm and hospitality.

Bless Your Heart

The best backhanded compliment I ever heard was: “He doesn’t sweat much for a large man, bless his heart.” In our case, the appreciative sentiment is sincere. I am truly thankful for the work and inspiration of directors who will be stepping down from Board service following the August meeting (some will probably return in the future). The entire list is prestigious, but I’m trying to process convening board meetings without two former chairmen – Mark Eagan and Tom Baldrige. Special thanks to these two heroes of the movement and to the outgoing directors who made our recent years successful. The new Board and leadership team, with Jay Chesshir of Little Rock calling the signals, will excel in 2016-17.

Highfalutin

Community Growth Education Foundation, ACCE’s 501(c)(3), has been growing in recent years. In this fiscal year, foundation support will nearly match dues revenue and most of the support has been directed toward education attainment. Chambers across the country are engaged in programs, policies, system change, and messaging about the importance of improving educational outcomes, especially post-secondary attainment. And we’re helping them in measurable ways. The wonderful partnership we have developed with the LA Chamber Foundation has been the key to this success, cornering $5 million in resources since we first committed to the alliance. The enabling agreement for that affiliation is being re-upped this summer, but little has changed. ACCE’s network and unique distribution model, in combination with the grant hunting and topical expertise of the LA Chamber (especially Alysia Bell), appears to be an unbeatable arrangement.
Antebellum
Chairman Roman and his city showed brightly as hosts of the Republican Convention. Financial, emotional and political hangovers still to come. Rob Wonderling also made it through the slightly less dramatic Democratic Party’s party in Philadelphia. If you thought the last nine months of battling was, um…interesting, keep in mind that the actual three-month war is just starting. Concern over down-ballot fallout, in one direction or the other, is growing. Most chamber PACs have made their endorsements and delivered their checks. Good luck during the final phase of the silly season.

SEC
No, we’re not in trouble with the Security & Exchange Commission. The south is home to the winning athletic conference everybody loves, or loves to hate. The financial and mission performance of ACCE over the last couple of years measures up pretty well against those high-performing teams. Membership is up about five percent in the current year, following increases averaging 11 percent the two prior years. Utilization of online tools is growing. Cash and unrestricted net assets are strong. The Trustees are happy with FBI’s performance on benefits programs. Perhaps most important, the members are personally connected to the ACCE staff now more than ever before. Even for the Crimson Tide, every play is not a touchdown pass. Likewise, we occasionally lose sponsors, members and staff people. A few program launches may not work and we sometimes argue in the huddle. But our points-for-vs-against stats stack up against the best.

Tornado Alley
In the last few editions of the President’s Report, I’ve commented on the twister (no longer just a changing wind) of leadership turnover in the chamber world. That disruptive force shows no signs of diminishing, with some job changes impacting our board. Christine Ross just assumed the CEO role at the Maryland Chamber (replaced in Bonita by a former staffer). Jeff Hunt took over in Columbia County (NY). Marianne Virgili announced her retirement plan. Recent job postings include: Miami, Sioux Falls, Wilmington, Reading, York, Bismarck, San Francisco…

Spanish Moss
I have spent some plane time and late nights over the last couple of months examining old Outlook calendars and my memory bank to catalogue and detail the hundreds of trips and destinations I’ve been privileged to experience in this job. The working title of this Odyssey of people, sights, sounds and smells is “Spanish Moss.” The sun filtering through the dew covered moss (actually from the pineapple family) in the trees of Jeckyl Island on a morning walk inspired me to dabble at this project in spare moments. And still so many places to visit!

A House Divided
Our divides aren’t divisive. In this packet, you will see a page or two related to committees. They advise you as to where you’ve been assigned (volun-told). You’ll have questions. Heck, I have questions! With only a few exceptions, the assignments can be adjusted to fit your interests, but we only have so many spots on the Executive and Finance Committees. Otherwise, holler out and we’ll try to accommodate. In terms of the perennial mystery of what it means to be on a committee, I’ll provide guidance at the Board meeting.

Big Muddy
At the last Executive Committee meeting, I was asked to summon whatever inspiration and intellectual drive I could and devote them to “inside” the organization with as much fervor as I expended on the externally focused Horizon project. ACCE’s operations and processes are less muddy than the Mississippi, but there is room for increased clarity in areas like human resources, governance, relationships, policies and culture. I’ve already reduced (not stopped) travel in order to devote time to looking inward. But I promise not to forget the need to always look … onward!
ACCE BOARD OF DIRECTORS
April 20, 2016
MINUTES

Present: Joe Roman, Jay Chesshir, Kristen McMillan, Bill Sisson, Chip Cherry, David Brown, Pam Ridler, David Rumbarger, Janet Steele, Bill Hubbard, Christy Gillenwater, Marianne Virgili, Kris Johnson, Candace Boothby, Aaron Nelson, Troy McLellan, Adam Legge, Leonardo McClarty, Pat MulQueen, Greg Durocher, Mark Eagan, RaDonna Hessel, Christine Ross, Todd Sanders, Joe Reagan, Julie Pastrick, Oz Griebel, Michael Huber, Rick Baker, Maria Nieves, Bill Hubbard, Dale Steenbergen, Dave Kilby, Kelly Hall, Cynthia Larsen, Janet Steele, Lori Mattson, Matt McCormick, Theresa Mintle

Excused: John Brewer, Jose Fajardo, Jeffrey Hunt, Anthony Parkes, Ruth Littlefield, Katie Kirkpatrick, Michael Dalby, Brad Lacy, Carlos Phillips, Robert Wonderling, Dave Adkisson, Randy Gordon, Eddie McBride, Rob Engstrom, Wendy Gramza, Nancy Eisenbrandt, Nancy Quellhorst, Wendy Northcross, Tom Torti, George Swift, Eddie McBride, Chip Hallock, Trey Grayson, Chad Hamman, Bob Harvey, Kit Cramer, Tom Baldridge, Miles Burdine, Heather Briccetti, Richard Dayoub, Sherry Menor-McNamara,

Staff & Guests: Mick Fleming, Stacey Breslin, Crystal Moore, Jennifer Parker, Ian Scott; Ryan Mooney, Sr. VP, Springfield Chamber of Commerce; Dave Kilby, President, WACE; Lance Fritz, Chairman and CEO, Union Pacific

Meeting called to order by Chairman Joe Roman.
Chairman Roman called for vote to approve minutes from conference call meeting, January 2016.

Motion by McLellan, Second by Cherry. Motion carried and approved.

Chairman’s Remarks
After briefing directors on the challenges of hosting a presidential convention, Roman gave a brief overview on the state of ACCE. He noted that ACCE is in a very strong financial position, but he added that mission success was even more important and that the Horizon initiative has put ACCE in a leadership position.

Nominations Update
On behalf of Nominating Committee Chairman Tom Baldridge, Roman presented the proposed Officer slate for the Board’s information. The slate, which will be voted upon by the new Board in August, includes:

- Chair – Jay Chesshir
- Chair-elect – Joe Reagan
- Immediate Past Chair – Joe Roman
- Treasurer – Chip Cherry
- President – Mick Fleming
- Vice Chairs – Chad Hamman, Kit Cramer, Richard Dayoub and Theresa Mintle

Roman also reported that the Board of Directors nominating committee will complete its work in May and the members will be asked to vote on nominees in late June.

Discussion Topic #1 – Addressing Community Conflicts Over Discrimination & Freedoms
Chairman, Joe Roman, opened the session and moderated a productive, extended discussion.

Guest – Dave Kilby, President, Western Association of Chamber Executives
Kilby presented on WACE survey results and reviewed the three areas chambers would like to improve: analyzing data, international trade, and developing leaders that create change.

Public Policy Communications Protocol – Review /Adoption
Based on discussion at the October board meeting, staff had worked on a presented a proposed addition to the employee handbook clarifying public policy protocol. Board input was requested, but no vote was necessary, as this communications protocol was a recommendation by staff for staff. The new employee communications protocol on policy activities will be used in conjunction with the “coalitions and alliances” guidelines passed by the board in 2014. One new coalition suggestion was proposed by Bob Harvey of Houston via phone conversation with Mick. He suggested consideration of a task force to examine, city and state pension reform. Ian Scott agreed to test the idea with the GR Division leadership.
Guest Speaker
Lance Fritz, Chairman and CEO, Union Pacific spoke on the value of infrastructure investment and the importance of maintaining rail throughout the country. Questions and comments followed.

Network Development
Activity reports were presented by chairs or reps of Divisions, taskforces and other subgroups.

Horizon Initiative
David Brown, host of the Board meeting and Chair of the Horizon Task Force gave a report on the phenomenal success of the Horizon 25 project. He also discussed how the staff would be developing more tools and strategies to help address the 8 influences highlighted in the report over the next nine years. Roman formally thanked Brown for his inspiration, motivation and intellectual contributions to the success of Horizon.

Resources
Membership Development – Patrick MulQueeny, Membership Committee Chairman, reported that membership is robust with a 92% renewal rate and significant new sales as a result of help from board members across the country. The Horizon Report has driven membership growth, as has COO Tamara Philbin’s aggressive communications and compliance efforts with existing members.

HERO/Research – Board members were encouraged to schedule presentations on using HERO at state meetings in which they participate. All such presentations receive rave reviews and assist with sales.

Financial Report – Treasurer Chip Cherry reported that the organization has entered the new fiscal year very strong financially, noting cash, major revenue areas and spending controls. He explained variances on 11-month balance sheet and P&L noting. Looking backward to 2015-16, he noted that the projected year-end (adjusted) balance for the prior fiscal year is in the $125,000 range, with the audit to be completed before Labor Day. Vote requested by Chairman to approve Financials from February—

Motion by Janet Steele, Second by Julie Pastrick. Motion Approved.

Budget -- The treasurer also ran through the highlights and significant changes in the 2016-17 budget for the organization (attached). He noted continued growth projection for the Foundation and moderation of dues growth. Benefits plans (FBI) will remain solid, but are not expected to grow. The budget calls for a modest profit on the convention in Savannah. Motion to adopt 2016-17 Budget -

Motion by Bill Sisson and Second by Pat MulQueeny. Motion Approved.

Diversity & Inclusion
Board and Working Group has identified 3 impact areas and action steps. Staff has worked to develop a 2016 D&I work plan. Ian Scott reported ACCE’s results on ASAE Association Inclusion Index. Action steps to increase Index score were discussed, but the board was advised that some of the scoring methodology precludes top scoring on some elements of the Index – demonstrable progress is the goal.

Instruction and Information
Staff and Board members reported on;

HERO - large part of work at ACCE – samples library has grown by more than 1,000 documents
Convention – attendance already looking strong
Regional Training Conferences – Sales and Events Regional Training Conferences. These relatively new programs are significantly broadening ACCE’s value to more members – budgeting changes for the events are necessary.

Education Attainment
Mick Fleming presented “Why. What. How.” A motivational/informational slide deck (with script) for chambers to view and present locally. The presentation was well received with directors eager to employ.

Chairman, Joe Roman, adjourned the meeting at 4:55pm
Membership Committee Recommendation
Pat MulQueeny, Chairman
August, 2016

Proposed Bylaws Change

Dues rates and ACCE member benefits vary based on membership types described in the ACCE bylaws. The ACCE Membership Committee, responsible for voting in new ACCE members, wanted to prevent any confusion as to which type new members would be assigned. The Committee and staff propose the following bylaws amendments in the descriptions of ACCE membership types.

Below are membership type descriptions as currently stated in the bylaws with the proposed additional wording in red italics.

(a) PRIMARY – The principle or “Primary” members of ACCE are the chief executives of chambers of commerce and similarly chartered, multi-sector focused, not-profit organizations, as well as staff professionals designated by the sponsor chambers. [The chamber/organization that authorizes payment of the annual membership dues on behalf of these individuals and designates the participants is the member “Sponsor.”]

(b) AFFILIATE – Executives of non-profit community-centered organizations, which are affiliated through corporate structure, governance or mission to a chamber of commerce, such as convention bureaus or economic development entities, representing multi-sectors with a community development focus, are eligible for “Affiliate” membership. The organization paying annual membership dues on behalf of these individuals is the member sponsor.

(c) ASSOCIATE – General commercial, industry specific for-profit and non-profit organizations seeking to support the mission of ACCE may become non-voting, “Associate” members of the association.

(d) HONORARY – Those individuals granted the title of “Honorary Member” prior to 2002 and those designated as “Life Member” from 2002 forward.
# BOARD COMMITTEES & WORKING GROUPS 2016-17

## Executive Committee

**Chairman Chesshir**
- Dayoub - VC
- Reagan - Chair-elect
- Roman - Imm. Past Chair
- Cherry - Treasurer

**Chair-elect Reagan**
- MulQueeny
- Gordon - FBI

**Treasurer Cherry**
- Rodriguez
- Steenbergen

**Vice Chair Mintle**
- Nelson
- CEE Commissioners:
  - McLellan

**Vice Chair Cramer**
- Gillenwater
- Legge
- B. Harvey

**Vice Chair Dayoub & Hamman**
- Networks Development
- Community Peer Groups:
  - Byers (Metro)
  - Ballard (Major)
  - Brewer (Emerging Cities)
  - Briccetti (COSC)

## Officers

**Jay Chesshir**
- Officers
  - Dayoub - VC
  - Reagan - Chair-elect
  - Roman - Imm. Past Chair
  - Cherry - Treasurer

**At Large Exec Cmte**
- Officers
  - Griebel
  - Hall
  - Northcross
  - Byers

## Resource Alignment

**Chair-elect Reagan**
- Cherry Treasurer
  - MulQueeny
- Griebel -- CGEF

## Information & Instruction

**Vice Chair Mintle**
- Conventions & Prof. Dev.
  - Christine Ross
- Coalition/Policy Awareness
  - B. Harvey

## Inspiration & Motivation

**Vice Chair Cramer**
- Urgent Response Team*
  - Gillenwater
- D&I Working Group*
  - Legge

## Network Development

**Vice Chair Dayoub & Hamman**
- Membership Committee*
  - MulQueeny

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*Hallock (Audit Cmte Chair)
This report reflects status as of the June 30, 2016 Financial Statement, which is 3 months into the current fiscal year.

**Balance Sheet**

Our cash position is strong with over $2.3 million. The convention is having predictable impact on our balance sheet with prepaid convention expenses currently at $134k and deferred convention revenue at $445k. Total net assets stand at $4.2 million.

**Consolidated Statement of Activity**

**Membership Revenue** – We are very pleased to have progressed 5% above the optimistic budget projection on dues. This is largely due to increased compliance with the schedule and the Horizon Investor Level membership category – and of course new member sales that exceed non-renewals.

**National Corporate Sponsors Expense** - The main reasons that sponsor expenses are approximately $12,000 lower than budgeted for the first quarter are that 1) Chris Mead has been allocating more time to convention, and 2) he hasn’t travelled as much as expected in the first quarter.

**Convention** – As you can see from the statement, we have not yet applied revenue or expenses to the convention. At this point, registration appears to be meeting budget expectations and exhibitor/sponsor funds are tracking above budget. Expense variations occur in every convention due to mid-cycle changes, member needs and whims of the CEO.

**Publication and Research Expense** – Spending is slightly down because we had not completed the two survey studies as of June 30th. More staff time will be added to this line item in the next few months.

**Net Income** - three months into the year, ACCE’s net is better than budget. FBI is also running ahead of budget while CGEF is running slightly behind budget. Regarding CGEF, it’s important to note that grant revenue and expenses are very uneven and prospects for foundation funding for the next nine months are strong. It is too early in the fiscal year to recommend any strategy changes from the planned budget.

**Opportunity Fund** – For 2015-16, we allocated up to $30,000 of the Opportunity Fund for the Horizon Initiative roll-out (videos, etc). The roll-out did indeed occur and we spent the money, but we were able to absorb those expenses in ACCE’s overall annual budget. The current financial statements do not reflect anticipated below-the-bottom-line investments from the Opportunity Fund for 2016-17 – but we may ask for some.
## Consolidated Balance Sheet

### ASSETS

<table>
<thead>
<tr>
<th>Account</th>
<th>ACCE</th>
<th>FBI</th>
<th>CGEF</th>
<th>Eliminations</th>
<th>CONS</th>
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<td>Cash</td>
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**TOTAL ASSETS**

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<th>$3,234,401.48</th>
<th>$985,404.44</th>
<th>$642,127.94</th>
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### LIABILITIES

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**TOTAL LIABILITIES**

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### NET ASSETS

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<th>CGEF</th>
<th>Eliminations</th>
<th>CONS</th>
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<td>Net Assets - Unrestricted</td>
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**TOTAL NET ASSETS**

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**TOTAL LIABILITIES & NET ASSETS**

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<th>$3,234,401.48</th>
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<th>$642,127.94</th>
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<th>$4,272,957.09</th>
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### Association of Chamber of Commerce Executives
#### Consolidated Statement of Activity
For the Year to Date Period Ending June 30th, 2016

<table>
<thead>
<tr>
<th>June 2016-17</th>
<th>June 2016-17</th>
<th>2016-17</th>
<th>Actual vs. Budget</th>
<th>Actual vs. Budget</th>
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<tbody>
<tr>
<td>YTD ACTUAL</td>
<td>YTD Budget</td>
<td>Annual Budget</td>
<td>$ Variance</td>
<td>% Variance</td>
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#### FBI

<table>
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<tr>
<th>Total FBI Revenue</th>
<th>296,031.10</th>
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<th>1,125,496.00</th>
<th>14,657.10</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FBI Expense</td>
<td>245,922.51</td>
<td>280,886.75</td>
<td>1,123,547.00</td>
<td>(34,964.24)</td>
<td>(14%)</td>
</tr>
<tr>
<td><strong>FBI Net Income</strong></td>
<td><strong>50,108.59</strong></td>
<td><strong>487.25</strong></td>
<td><strong>1,949.00</strong></td>
<td><strong>49,621.34</strong></td>
<td><strong>19%</strong></td>
</tr>
</tbody>
</table>

#### CGEF/ARS

<table>
<thead>
<tr>
<th>Total CGEF/ARS Revenue</th>
<th>391,641.25</th>
<th>474,702.50</th>
<th>1,899,810.00</th>
<th>(83,061.25)</th>
<th>(21%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CGEF/ARS Expense</td>
<td>386,873.49</td>
<td>462,090.50</td>
<td>1,851,238.00</td>
<td>(73,936.01)</td>
<td>(19%)</td>
</tr>
<tr>
<td><strong>CGEF/ARS Net Income</strong></td>
<td><strong>2,767.76</strong></td>
<td><strong>11,893.00</strong></td>
<td><strong>47,572.00</strong></td>
<td>(9,125.24)</td>
<td>(330%)</td>
</tr>
</tbody>
</table>

#### ACCE

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Weekly Budget YTD</th>
<th>Actual YTD</th>
<th>$ Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Convention</td>
<td>0.00</td>
<td>0.00</td>
<td>780,496.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Awards/COY Revenue</td>
<td>25,065.00</td>
<td>20,833.33</td>
<td>31,250.00</td>
<td>4,231.67</td>
</tr>
<tr>
<td>Certification</td>
<td>2,400.00</td>
<td>2,866.67</td>
<td>17,200.00</td>
<td>(466.67)</td>
</tr>
<tr>
<td>Chamber Education</td>
<td>168.00</td>
<td>0.00</td>
<td>55,680.00</td>
<td>168.00</td>
</tr>
<tr>
<td>Chamber Executive Magazine Rev</td>
<td>2,320.00</td>
<td>0.00</td>
<td>102,540.00</td>
<td>2,320.00</td>
</tr>
<tr>
<td>Economic Development</td>
<td>250.00</td>
<td>0.00</td>
<td>11,875.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Online University</td>
<td>0.00</td>
<td>218.75</td>
<td>875.00</td>
<td>(218.75)</td>
</tr>
<tr>
<td>Executive Search</td>
<td>1,095.22</td>
<td>3,000.00</td>
<td>18,000.00</td>
<td>(1,904.78)</td>
</tr>
<tr>
<td>Membership Revenue</td>
<td>420,406.22</td>
<td>400,000.00</td>
<td>1,600,000.00</td>
<td>20,406.22</td>
</tr>
<tr>
<td>Metro Cities Revenue</td>
<td>8,325.00</td>
<td>8,625.00</td>
<td>56,600.00</td>
<td>(300.00)</td>
</tr>
<tr>
<td>Misc Income</td>
<td>589.13</td>
<td>250.00</td>
<td>1,000.00</td>
<td>339.13</td>
</tr>
<tr>
<td>National Corporate Sponsors Revenue</td>
<td>14,335.90</td>
<td>15,000.00</td>
<td>322,620.00</td>
<td>(664.10)</td>
</tr>
<tr>
<td>Publications &amp; Research Revenue</td>
<td>1,458.00</td>
<td>1,000.00</td>
<td>4,000.00</td>
<td>458.00</td>
</tr>
<tr>
<td><strong>Total ACCE Revenue from Operations</strong></td>
<td><strong>476,412.47</strong></td>
<td><strong>451,793.75</strong></td>
<td><strong>3,002,136.00</strong></td>
<td><strong>24,618.72</strong></td>
</tr>
</tbody>
</table>

#### Expense

<table>
<thead>
<tr>
<th>Expense</th>
<th>Weekly Budget YTD</th>
<th>Actual YTD</th>
<th>$ Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin (Operations, Occupancy, Governance)</td>
<td>124,628.81</td>
<td>130,678.00</td>
<td>522,712.00</td>
<td>(6,049.19)</td>
</tr>
<tr>
<td>Admin Personnel Costs</td>
<td>77,580.23</td>
<td>110,588.27</td>
<td>442,353.08</td>
<td>(33,008.04)</td>
</tr>
<tr>
<td>Annual Convention</td>
<td>0.00</td>
<td>0.00</td>
<td>722,921.87</td>
<td>0.00</td>
</tr>
<tr>
<td>Awards/COY Expense</td>
<td>4,424.34</td>
<td>6,851.62</td>
<td>27,406.49</td>
<td>(2,427.28)</td>
</tr>
<tr>
<td>Certifications Expense</td>
<td>8,768.36</td>
<td>9,100.32</td>
<td>27,300.95</td>
<td>(331.96)</td>
</tr>
<tr>
<td>Chamber Education Expense</td>
<td>15,620.24</td>
<td>16,878.48</td>
<td>67,513.91</td>
<td>(1,258.24)</td>
</tr>
<tr>
<td>Chamber Executive Magazine Expense</td>
<td>13,431.24</td>
<td>15,706.75</td>
<td>125,336.69</td>
<td>(2,275.51)</td>
</tr>
<tr>
<td>Divisions Expense</td>
<td>1,218.83</td>
<td>2,379.60</td>
<td>9,518.36</td>
<td>(1,125.77)</td>
</tr>
<tr>
<td>Economic Development</td>
<td>5,617.69</td>
<td>8,160.39</td>
<td>32,641.56</td>
<td>(2,542.70)</td>
</tr>
<tr>
<td>Hero</td>
<td>22,833.44</td>
<td>20,425.02</td>
<td>81,700.08</td>
<td>2,408.42</td>
</tr>
<tr>
<td>Membership Expense</td>
<td>148,113.32</td>
<td>141,756.82</td>
<td>567,062.46</td>
<td>6,347.71</td>
</tr>
<tr>
<td>Metro Cities Expense</td>
<td>14,425.15</td>
<td>12,507.00</td>
<td>61,422.95</td>
<td>1,918.15</td>
</tr>
<tr>
<td>National Corporate Sponsors Expense</td>
<td>35,994.82</td>
<td>48,412.38</td>
<td>193,641.25</td>
<td>(12,417.56)</td>
</tr>
<tr>
<td>Public Policy</td>
<td>4,321.41</td>
<td>2,779.15</td>
<td>11,116.60</td>
<td>1,542.26</td>
</tr>
<tr>
<td>Publications &amp; Research Expense</td>
<td>6,185.22</td>
<td>9,909.65</td>
<td>39,638.61</td>
<td>(3,724.43)</td>
</tr>
<tr>
<td>Web Expense</td>
<td>8,698.82</td>
<td>7,479.03</td>
<td>29,916.11</td>
<td>1,219.79</td>
</tr>
<tr>
<td><strong>Total ACCE Expense from Operations</strong></td>
<td><strong>491,861.92</strong></td>
<td><strong>543,621.27</strong></td>
<td><strong>2,962,211.27</strong></td>
<td><strong>(51,759.35)</strong></td>
</tr>
<tr>
<td><strong>ACCE Net Income * (Total ACCE Expense from Operations)</strong></td>
<td><strong>(15,449.45)</strong></td>
<td><strong>(91,827.52)</strong></td>
<td><strong>39,924.73</strong></td>
<td><strong>76,378.07</strong></td>
</tr>
<tr>
<td><strong>Total ACCE &amp; Affiliates Revenue</strong></td>
<td><strong>1,164,084.82</strong></td>
<td><strong>502,203.50</strong></td>
<td><strong>6,026,442.00</strong></td>
<td><strong>661,881.32</strong></td>
</tr>
<tr>
<td><strong>Total ACCE &amp; Affiliates Expenses</strong></td>
<td><strong>1,126,657.92</strong></td>
<td><strong>494,749.69</strong></td>
<td><strong>5,936,996.27</strong></td>
<td><strong>631,908.22</strong></td>
</tr>
<tr>
<td><strong>Total ACCE &amp; Affiliates Net Income</strong></td>
<td><strong>37,426.90</strong></td>
<td><strong>7,453.81</strong></td>
<td><strong>89,445.73</strong></td>
<td><strong>29,973.09</strong></td>
</tr>
<tr>
<td>Opportunity Funds Expenses</td>
<td>0.00</td>
<td>0.00</td>
<td>60,000.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>
Membership: The Plot Thickens

In our last report we noted an unusually large increase (14 percent) in ACCE membership revenue, from $1.414 million in FY 2014-15 to an estimated $1.612 million in FY 2015-16. Reasons included funds from Horizon investors, who pay $2,500 above regular dues; continued work on compliance with the ACCE dues schedule; adding new members and retaining old ones; and following through on the board’s decision to raise the lowest dues level from $288 to $470.

You can see how some of those factors play out in the table below:

<table>
<thead>
<tr>
<th>Membership Statistics for ACCE Member Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year</td>
</tr>
<tr>
<td>Total Members</td>
</tr>
<tr>
<td>Chamber Members</td>
</tr>
<tr>
<td>New Members</td>
</tr>
<tr>
<td>New Member Value</td>
</tr>
<tr>
<td>New$/New #s</td>
</tr>
<tr>
<td>Canceled Members</td>
</tr>
<tr>
<td>Cancel $ Loss</td>
</tr>
<tr>
<td>Cancel$/Cancel #s</td>
</tr>
<tr>
<td>Member Retention</td>
</tr>
<tr>
<td>Dues Retention</td>
</tr>
</tbody>
</table>

See how there has been a slow but steady increase in the number of ACCE members, from 1,377 in 2013 to 1,450 in 2016. Chamber membership also has increased, albeit somewhat more slowly, from 1,139 to 1,183. Non-chamber members include economic development organizations, CVBs, and companies serving chambers.

One of the most striking things about the chart is “new member value.” Since we don’t recruit $288 members anymore, the average price of a new membership has jumped – all the way from $480 to $773. We are signing up fewer members, to be sure (150 in 2016 versus 188 in 2013) but these are members that are willing to pay ACCE more. Hence new-member revenue jumped from $90,280 in 2013 to $116,012 in 2016.

We have shed some members who were unwilling to make the jump to $470 minimum dues. Some of them took the temporary one-year bump from $288 to $350 but bailed out when we reaffirmed that the next step would be an increase to $470. This accounts for the slight dip (from 91 percent to 90 percent) in ACCE’s renewal rate this past year.

These solid numbers are important to us not so much for the immediate dollars they represent as for the strength they exhibit for ACCE. Membership is for ACCE, as it is for chambers, the foundation for everything else. We think that foundation is secure today and we’ll try to keep it that way!
The Membership Committee, led by Pat MulQueeny, has continued to do an excellent job advising and assisting ACCE staff. On the staff side, Dana Ketterling doesn’t let silly distractions like the rise and fall of the sun interfere with her recruiting efforts. Tamara Philbin has organized staff beautifully on retention, where a troika of Tamara, Dana, and Chris meet weekly, making sure to make the retention phone calls and emails so they don’t lose face with one another!

**Corporate Investment and Convention Activity**

It’s been an exciting few months for the ACCE convention, not just in registration volume but in corporate interest in ACCE. New official corporate sponsors include ZipEdTech (online courses for small business), Meridian One (a set of affinity programs for chambers), and Capital One (a new credit card just for chamber members). All three will be present at the ACCE convention.

The ACCE exhibit hall will be larger than it’s ever been. There will be 80 booths. We sold out – and ended up providing sponsorships to some companies that were too late for a booth.

All told, 68 different organizations are involved as exhibitors and/or sponsors. As is the case with the booths, this is an ACCE record. ACCE members will have a chance to sample more technology and non-dues revenue programs than ever before.

ACCE’s experience mirrors that of many ACCE members. Some of the traditional sponsorship from big members is softening (we still think back with nostalgia on one company’s $85,000 investment in a single ACCE convention!) but the interest in ACCE of small and medium-sized companies, many of them startups, or of small investments by big companies – these things are growing, and quickly. And because there are so many firms involved, there is tremendous opportunity (not to mention financial security). Can we turn the ACCE exhibit hall into a nationally known channel for new technology and ideas?

Financially, we expect a 15 to 20 percent bump over Montreal, but an even larger increase in corporate participation, as shown by the record booth numbers and by the quality of some of these firms, which are likely to boost their future investment if they like what they see. (Examples of these firms include Capital One, Staples, Southwest Charters, RapidAdvance (affiliated with Quicken Loans), and Company.com.) Something’s happening!

There are many people who have helped with referrals (Betty Capestany, Pat MulQueeny, Brad Lacy, and Amy Selby of the Cobb Chamber come immediately to mind) and Dana Ketterling has tackled a lot of new exhibitor/sponsor prospects. Tenja Young on the ACCE team has admirably kept up with the flow of logos and contact information and contracts and more.

Take a look at the exhibit hall this year. It’s a beautiful sight. And it’s all yours.
Convention 2016
For the second year, the Horizon Initiative has been incorporated into annual convention programming as a key element. The Horizon session has evolved into a presentation-style format. Special Sessions are targeted topics and Think Tanks are roundtable-style discussions, usually focused on a Chambers 2025 issue (such as Resource Alignment or Communications and Technology).

Included in this year’s expanded programming are workshop tracks focused on economic development, public policy, and diversity & inclusion. High-level event topics have also been added to mix of more than 60 sessions. There’s plenty of time to network with peers for less structured best practice sharing.

Convention 2016 Registration & Financial Snapshot
- 769 paid registrations (including single day); 690 (2015); 1094 (2014); 764 (2013)
- Registration is tracking well with the budget and booths are sold out

Convention 2017: Nashville, Tenn.; week of July 16 (specific dates TBD)

ACCE University Online (ACCE U)
ACCE U is virtual learning, available 24/7 and year-round. This service is a great opportunity for those who cannot travel to live events (such as Convention and Events Training Conference), but is also a great opportunity for ACCE to educate members on new topics of interest. Some presentations are available for purchase, and many are available as a Horizon Investor benefit or as free webinars that are available to all ACCE members. Topics are developed by special interest group volunteers and staff. Education that we developed is cataloged and posted to HERO, our premier online library. There is typically one virtual learning product produced each week, with a short summer sabbatical in July and August.

Check out these April, May, and June webinars:
- Proven Strategies for New CEOs (Todd Murphy, Jefferson Chamber, La.)
- From the Winner’s Circle: 2015 Chamber of the Year Webinar Series (Anne Branigan and Sarah Moylan, Greater Omaha Chamber, Neb.)
- From the Winner’s Circle: 2015 Chamber of the Year Webinar Series (Susan Phillips, Myrtle Beach Area Chamber of Commerce, S.C.)
- From the Winner’s Circle: 2015 Chamber of the Year Webinar Series (Candace Boothby, Newnan-Coweta Chamber, Ga.)
- Chamber Revenue Programs Survey (Chris Mead, ACCE)

Regional Training Conferences
Aside from our annual convention, ACCE hosts two regional conferences that provide an opportunity for a live education and peer networking experience. The annual Sales Training Conference, hosted in spring, is in its sixth year and the Events Training Conference, hosted in fall, is in its second year. Each event is one-and-a-half days of training, focused on specific topics, with speakers from around the country.

This year’s chamber Events Training Conference is on the calendar for October 13 and 14 and will be hosted in Louisville, Ky. with help from our friends at Greater Louisville Inc. This event will provide increased
opportunities for small group learning and networking, in addition to traditional larger workshops and general sessions. Register online at www.ACCE.org.

Certified Chamber Executive (CCE)
Certified Chamber Executive is designed to tap the knowledge of seasoned chamber executives in core management areas: management, planning and development, membership and communications, and operations. Candidates apply in spring and new CCEs are announced at the annual convention.

- Bob Quick, Commerce Lexington Inc. (Ky.) president and CEO, will become the new CCE Commission Chair at the August 2016 CCE Commission meeting. There are also three new proposed commissioners: Tammy J. Carnike, CCE, chief operating officer, Detroit Regional Chamber (Mich.); Norma Ritz Johnson, CCE, IOM, executive vice president, Lubbock Chamber of Commerce (Texas); and Joe Unterreiner, CCE, president and CEO, Kalispell Chamber of Commerce (Mont.).
- New ACCE U CCE Prep Course coming winter 2017: this course includes approximately one hour’s worth of content, containing video as well as synced audio and presentation slides, broken up into short modules, consistent with industry trends for e-learning. We are also planning sample exam questions and analysis of answers, along with video testimonials on the impact of the CCE program.

Information Office/HERO
About: HERO launched in 2013 as a result of ACCE’s 2010-13 Strategic Plan that identified the need for an expanded chamber information repository. The HERO service is thriving today, serving all of ACCE’s members through the HERO microsite, ACCE’s premier information service with research, articles, online guides and toolkits, chamber samples, surveys and benchmarking data, and personal support through our virtual reference desk and team of information specialists who live and breathe chambers. HERO is the place to answer your chamber-specific questions. Visit the HERO Team in the Exhibit Hall at ACCE’s Convention for live help and demonstrations of Dynamic Chamber Benchmarking, Chamberpedia, Samples Library, and more.

The HERO Team’s recent projects include completion of the FY2015 Chamber Operations Survey Report and FY2014-2015 Chamber Salary and Benefits Survey Report. Both are free to Horizon and All ACCEss Pass members and available for purchase in the ACCE bookstore to the rest of our members. The FY2015 Membership Statistics mini publication is also available. Customized survey reports are available 24/7 to participants via Dynamic Chamber Benchmarking.

Some HERO highlights from the past quarter (April-July 2016):

- **HERO** portal pageviews were more than 5,867
- **Chamberpedia**: Your online encyclopedia for everything about chambers. Chamberpedia’s 150+ pages are the best place to start any chamber research project. Each listing is full of vetted links, guides, chamber samples, articles, program descriptions, samples, and more.
  - We’ve Updated/reviewed about 150 pages, nearly 56% of total pages (~265), and have added 10 new pages, including, most recently:
    - Health and Wellness resources
    - Safety and Security
    - Voter Turnout
  - Over 26,99 pageviews with the most popular pages being:
    - Networking Icebreakers (part of the Events section) – 4,486 pageviews
- **Membership Retention** – 1,199 pageviews
- **Non-Dues Revenue** – 854 pageviews
- **Membership Management** – 665 pageviews
- **Events and Programs** – 662 pageviews

**Samples Library:** More than 3,000 chamber documents at your fingertips. Why reinvent the wheel? Avoid writers block and finish projects fast with peer-vetted documents from chambers of all sizes.

- We’ve added over 365 Samples to this quarter, which now contains more than 3,700 documents.
- 3,370 pageviews on the Samples landing page.
- Most popular Samples are Position Descriptions, followed by Membership categories, and Workforce Development.
- Watch for our [HERO eNews](https://hero.acce.org) each quarter where we announce new Samples and requests for your working documents. Samples are always welcome! We currently need Samples on Voter Turnout Programs, Legislative Position Statements, and Position Descriptions. (Email attachments to [HERO@acce.org](mailto:HERO@acce.org))

**Dynamic Chamber Benchmarking (DCB):** Assess industry trends and compare your performance with this online survey platform, free to members 24/7 that combines the Operations Survey and Salary Survey into one platform. Includes data on membership stats, revenue and expenses, CEO & staff salaries, and more stats. Set up your own peer comparisons and download instant reports. Ideal for board meetings, staff retreats, annual reports and budgeting.

- New DCB reports available for FY 2015 include the Operations and Salary Trend Reports, displaying trend lines for key stats from 2012-2015.
- Since DCB launched in August 2014, more than 290 chambers have used DCB 10 or more times; of those there are more than 60 “power users” who have accessed DCB more than 30 times. Want to become a power user? Let HERO help you use DCB.
- To date for FY 2015, 356 chambers have completed the Chamber Profile; 286 in the Operations Survey; and 258 in the Salary Survey. Participate in the surveys anytime and get instant report downloads customized to your chamber.
- Coming soon, a Key Metrics Report Card as a one-page download option. We’d like your feedback before we launch this. Visit HERO in booth #27 to weigh in on the Report Card.
- The surveys in DCB are always open for participation, going back to 2012. Need a quick tutorial for you or your staff? The HERO Team can help.

- We run several [QuickPolls](https://hero.acce.org) per year with our most recent one on Chamber Buildings/Office Locations where we learned that 55% of the 393 participants have a lease for their building office space.

**Ask ACCE:** Not sure where to turn or short on time? Ask ACCE for help. When you’re in a pinch, our online helpdesk is one email away. Enjoy prompt, personal support from information specialists who live and breathe chambers. Let ACCE answer the who, what, when and why questions you have on the job. Expect a reply within 24-48 hours. We average about 50 questions per week.

- Through our [HERO Webinars and e-tours](https://hero.acce.org), we have reached more than 150 members with our demos and membership-wide e-tours.

Questions? Need examples? Benchmarking help? Assistance with chamber research? Contact Sarah Melby and Holly South on the HERO Team at [HERO@acce.org](mailto:HERO@acce.org) or call 703-998-3524. Visit the HERO Team at the ACCE Booth #27, Exhibit Hall, during Convention. We welcome your feedback anytime and look forward to serving you.
For the benefit of new board members, this report includes background information and recent activity reports from each of ACCE’s subgroups. Future reports will focus on the latest developments. For more information about network activities, or to get your key staff plugged in to a division, contact the staff liaison or division chair.

Networks Structure
ACCE divides networks into two categories: Divisions and Community Peer Groups (CPGs). Divisions are peer groups based on professional discipline and are open to any member with responsibilities in that area. Most ACCE divisions have an advisory board comprised of 10-15 senior leaders, an active participant council of 40-100 members, and a “community” of several hundred members who sign up to receive newsletters, division info and event announcements. Dynamic rosters are available at www.ACCE.org for engagement circles in each division.

The uniting factor for Community Peer Groups is either community size and/or regional economic focus. Each of the Community Peer Groups has participation criteria. Membership is generally open only to CEOs.

Division Reports

Diversity and Inclusion Division (D&I)
Incoming Chair: Doug Minter, Business Development Manager, Knoxville Chamber
Outgoing Chair: Sonya Hughes, Vice President of Inclusion, Grand Rapids Area Chamber of Commerce
Staff Liaison: Hannah Nequist

BACKGROUND: This peer group, launched in 2012, focuses on chamber diversity/inclusion initiatives and minority business development programs. The group came about after a conversation about board, membership and staff diversity during a Metro Cities Council CEOs meeting. The group convenes conference calls every month, organizes workshops at the annual meeting, and contributes regularly to Chamber Executive magazine and the HERO resource library. The division benchmarks industry leading practice in workforce, workplace and marketplace diversity.

RECENT ACTIVITY: Participation in the Division’s monthly calls is holding strong and new participants continue to join the discussions. Recent monthly call topics include: board diversity, large events and D&I for SME. The division has also planned a full lineup of workshops at this year’s convention. Several members of the D&I Division Advisory Board are heavily involved in the board’s Diversity and Inclusion Working Group.

See separate D&I Working Group report.

Economic and Community Development Division (ECD)
Division Chair: Ryan Mooney, CEcD, Senior Vice President-Economic Development, Springfield Area Chamber
Staff Liaison: Ian Scott

BACKGROUND: To support the important economic development role that chambers play, more than 50 ACCE member chambers invested in the organization in 2009 to establish the Economic and Community Development (ECD) Division. Since then ACCE has featured economic development programming at its annual convention and throughout the year. One of our most successful and highly valued annual ECD Division programs is the “Connecting with Location Consultants” event. At this event, members have the opportunity to meet and build relationships with a select group of corporate site selection consultants. The group also hosts economic briefing webinars and conducts surveys.
RECENT ACTIVITY: Thanks to volunteer leadership from Lori Becklenberg (St. Louis), Lucia Cape (Huntsville), David Rumbarger (Tupelo) and other division members, we have another successful year for the site selection consultants program in store for Savannah. Seven leading consultants are confirmed to participate in two panels, a dinner, a breakfast and small group roundtable sessions. A full lineup of other division workshops in Savannah focus on talent retention, economic inclusion, middle market growth, and capital campaigns.

Education Attainment Division (EAD)
No subgroup or content area is more in-demand than Education Attainment. Since launching in 2012, the division has grown to a staff of four supported by sizeable multi-year grants from several leading private foundations. Our most active division needs its own report to capture all the engagement opportunities. See separate EAD report.

Government Affairs Division
Division Chair: Katie Kirkpatrick, Chief Policy Officer, Metro Atlanta Chamber
Staff Liaisons: Hannah Nequist, Will Burns

BACKGROUND: Launched in 2007, the Policy Clearinghouse was a multi-platform (blog, newsletter, webpages, LinkedIn group) information exchange network for emerging and potentially contagious state and local public policy issues. Policy Clearinghouse functionally integrated with the long-standing Government Affairs Division in 2011. The division has a scheduled conference call on the third Tuesday of every month. These half hour calls are open flow discussion and peer exchange. They occasionally feature an expert guest speaker.

RECENT ACTIVITY: The division continues to host successful monthly conference calls. Recent calls have covered policy issues like federal workforce legislation and the recent string of “bathroom bills” and process topics such as DC Fly-Ins and voter turnout programs. Recordings of these calls are posted online. The division will meet in person at the convention in Savannah. The next Metro Government Affairs Senior Staff meeting will be in Cleveland, Nov 13-15. The agenda is still being shaped but will cover the city’s preparations to host the RNC and post-election analysis.

Membership Development Division
Incoming Chair: Ruth Littlefield, CCE, IOM, Tulsa Regional Chamber
Outgoing Chair: Chad Hamm, Greater Cleveland Partnership-COSE
Staff Liaison: Susan McGuire

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

RECENT ACTIVITY: The annual Circle of Champions Sales Contest wrapped up in June, and Lifetime Sales Achievement Award recognitions were earned by 22 members. At Convention we will offer a wide array of educational sessions on membership and revenue topics. Our MDD meeting this year will be a problem-solving session with round table discussions organized by chamber dues income categories and facilitated members of the MDD Advisory Board. Planning is underway for our fall/winter schedule of calls and
webinars. Kelle Marsalis, Vice President of Strategic Initiatives at the Dallas Regional Chamber, is now Chair-Elect.

**Community Peer Group Reports**

**Metro Cities Council**
*Chair: Bob Morgan, CCE, President and CEO, Charlotte Chamber of Commerce*
*Staff Liaison: Ian Scott*

The Tier 1 Metro Cities Council is a peer group for the CEOs of the largest regional chambers in areas with a population greater than half a million. The group meets in person 3-4 times annually, (twice during the first half of the year, once at convention, and occasionally another meeting or international trip) and stays connected via email throughout the year. After the convention, upcoming small group meetings are in:

- Los Angeles, CA - Jan. 18-20, 2017
  - Expect a significant focus on education attainment and talent.
- Charlotte, NC - April 5-7, 2017
  - Expect some portion of the agenda to focus on diversity and inclusion.

**Major Cities Council**
*Incoming Chair: Matt Ballard, President and CEO, Charleston Area Alliance*
*Outgoing Chair: Eddie McBride, President and CEO, Lubbock Chamber of Commerce*
*Staff Liaison: Ian Scott*

The Major Cities Council is a peer group for the CEOs of regional chambers in metropolitan areas with more than a quarter million residents. The group meets in person 2-3 times annually including a meeting at the convention and at least one meeting in the winter. They also stay connected via email throughout the year. Their next meeting is in:

- Tucson, AZ - February 19-21
  - Expect a tour/site visit focused on immigration and security issues.

**Emerging Cities Council**
*Chair: Kelly Hall, CCE, President and CEO, Longview (TX) Chamber of Commerce*
*Staff Liaison: Tenja Young*

The Emerging Cities Council, made up of CEOs from chambers representing cities with populations around 100,000, consistently exchanges advice and support via their Google Group. Emails, occurring as much as few times per week, are usually to ask questions and share samples, but occasionally are to vent frustrations, receive affirmations or cheer up their colleagues. The council convened in Washington D.C. this June for briefings from the Pew Charitable Trusts and the U.S. Chamber in addition to roundtable discussion time and networking dinners. They will hold a roundtable meeting in Savannah.

**University Communities Council**
*Chair: Jim Page, CCE, President and CEO, Chamber of Commerce of West Alabama*
*Staff Liaison: Hannah Nequist*

Born from a workshop at the 2014 Convention, the University Communities Council is a forum to discuss and collectively address key issues uniquely impacting communities where a university is the primary economic driver. This year they conducted research to quantify and compare university engagement levels in local chambers and have held conference calls on topics ranging from crisis communication to economic development. A roundtable meeting and workshop with guest speaker from the Town-Gown Association is planned for Savannah.
Hometown Chambers Council
Chair: Dennis Houston, IOM, President and CEO, Parker (CO) Chamber of Commerce
Staff Liaison: Dana Ketterling
Launched in 2013, this CEO subgroup serves the presidents and executive directors of chambers in smaller, standalone, often rural markets. The group convenes an in-person meeting at the annual convention. A steering committee assembled in the fall has shaped a new engagement approach focused on topic-based conference calls.

Destination Cities Council
Staff Liaison: Sarah Melby
A once active CEO peer group through the late 2000’s, the Destination Cities Council has lain fallow for several years. But discussions over the past year suggest enough member demand and enough pressing issues to relaunch the group. An in-person meeting in Savannah will kick-off a relaunch. At that meeting prospective members can better define goals and focus areas.

InterCity Visit Organizers
Staff Liaison: Hannah Nequist
The InterCity Visit Organizers (ICV) group consists of chamber staff that organize trips for a leadership delegation from their community to visit a peer region. These trips are sometimes called InterCity Visits, Leadership Exchange trips or simply City to City trips. Members of this group typically communicate via a group email list and quarterly conference calls. Participation in this group is open to any ACCE member who facilitates a trip of this nature.

State Executive Association Network (SEANs)
Staff Liaison: Tenja Young
SEANs is a best practice sharing network for the individuals charged with organizing and serving statewide associations of chamber professionals. The SEANs share best practices and samples via their email block and SEAN specific documents are uploaded to ACCE’s samples database. Also all upcoming SEAN events are listed on ACCE’s online calendar. SEANs also meet the day before each ACCE annual convention.

LinkedIn Groups
ACCE-managed LinkedIn Groups have become one of the largest and most active online chamber communities. More than 4,500 members use ACCE’s primary LinkedIn group to ask questions and connect with peers. Discussion begun on LinkedIn often shape educational programming and help generate new information content.

Online Mentoring Program
In 2013 ACCE launched a web-facilitated, self-serve mentoring program to help match willing mentors with prospective mentees. Members a sign-up online as a mentor in specific areas of chamber work. Prospective mentees scan the list and identify willing mentors based on personal profiles and expertise areas. It is up to the mentees to take the first step and reach out to the mentor of their choice. Mentors have the opportunity to remove themselves from the list at any time.
**Co-Chairs:** Dan Colantone, CCE, President & CEO, Greater Akron Chamber of Commerce & Nancy Eisenbrandt, CCE, Chief Workforce Officer and COO, Nashville Area Chamber of Commerce

**Staff:** Alysia Bell, Vice President of Education Business Coalitions, Will Burns, Director of Community Advancement, Analidia Blakely, Manager of the Education Attainment Division, and Michelle Vegliante, Manager of Community Advancement.

**Background:** ACCE and the Los Angeles Area Chamber of Commerce formed the Education Attainment Division (EAD) in 2011 to combine the L.A. Chamber’s education and workforce development expertise with ACCE’s nationwide reach.

The EAD’s mission is to improve the capacity of chambers to engage their business communities to have a measurable and sustainable impact on cradle-to-career education and workforce development outcomes. Today, the EAD boasts a diverse nationwide community of 600 chamber professionals from 394 chambers, representing 47 states.

The EAD’s philanthropic activities are carried out through the Community Growth Educational Foundation (CGEF). Current supporters include Lumina Foundation, William and Flora Hewlett Foundation, Robert Wood Johnson Foundation, Kresge Foundation, and Partnership for a New American Economy/Carnegie Corporation of New York. Total EAD support to date exceeds $5.7 million.

Specific EAD Programs include:

**Education and Workforce Development Self-Assessment:** A self-diagnostic tool to help chambers identify chamber strengths and community needs and opportunities around education and workforce development. EAD uses the information gathering from the assessments to provide chambers relevant resources, support and peer connections.

**Award for Education Attainment:** Annual awards program that provides a one-time, $40,000 monetary award to help chambers of commerce advance a previously defined regional education initiative that promotes higher education attainment to address workforce development needs. The annual program has awarded a total of $720,000 to 18 chambers in 13 states during the last three years.

**Fellowship for Education Attainment:** An immersive educational program for chamber leaders seeking to improve their organization’s workforce development efforts. Each year, 20 chamber leaders participate in the program to learn from subject matter experts, build a strong peer network, and develop a regional action plans to meet a specific educational attainment need within their communities.

**Convention Programming:** EAD develops the education and workforce development track during ACCE’s annual convention. [2016 Education & Workforce Track](#).

**Additional Resources:** [EAD Brochure](#), [EAD Video](#), [EAD landing page](#), [EAD Chamberpedia pages](#), [EAD webinar archive](#), [mentor directory](#), and [EAD one-pager](#).
In the Networks Report is an update on the D&I Division, a five-year-old ACCE subgroup of chamber staff who work on diversity and inclusion initiatives for the regions and business communities they serve. The D&I Working Group was created by the board in April 2015 with the goal of making the chamber profession and ACCE itself more inclusive and representative of the current and future populations.

Background
With guidance from its D&I Working Group, comprised of board members and leaders from the Diversity and Inclusion Division, the ACCE Board of Directors formally adopted this inclusion commitment statement in October, 2015:

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

Additionally, the working group and board identified three areas of impact to address first:

1. **Inclusion Culture**: Ingrain inclusion principles, strategies and tactics into the culture and work of the entire association. This will include examination of educational content, governance processes, professional certification, and recognition program criteria.

2. **Business Case**: Articulate the compelling business case for chamber-led efforts to promote inclusion and diversity.

3. **Career Advancement**: Coach, train and help to position chamber professionals from underrepresented groups to explore career advancement opportunities in the chamber industry.

These three priority areas have shaped an aspirational twelve-month work plan with clear deliverables and timelines. Progress is moving forward as expected; much of this year’s work lays a foundation for future progress.

**Noteworthy Progress**

- **Board Nominations** – one of the most important elements of the year’s plan is revamping the nominations process to bring more diversity to ACCE’s board. That was done with bylaw changes in January and intentional recruitment efforts in nominations throughout the spring. We’ve moved quickly in the area where we have the most control.

- **Self-Assessment** – in April we completed ASAE’s comprehensive inclusion self-assessment survey. Based on the results, staff have identified additional efforts that will advance our broader goals and boost our “score.” The Working Group will advise staff on these focus areas.

- **Business Case** - for many, the most important priority item in the whole work plan is a research document referred to as “the business case” for chamber engagement in diversity and inclusion. We have identified funding from the Ford Foundation and have signed an MOU with noted authors on economic inclusion Manuel Pastor (USC) and Chris Benner (UC-SC) to compile the research and draft. Our January 2016 release target is very reachable.

Expect progress reports at board meetings for the foreseeable future.
Since 2002, ACCE has been involved in the World Chambers Federation (WCF). In the beginning, this connection was casual, but in 2007, ACCE and the LA Chamber bid jointly on hosting the biannual 2009 WCF Congress in the USA. Following that unsuccessful bid, Mick was elected to serve on the General Council, and eventually as a Vice Chairman of the organization – a position he maintains today. Early in 2015, Jacob Stuart and his team, began to pursue the 2019 Congress. They knew they could only succeed if ACCE agreed to actively participate in the event, so they sought our support immediately and have been forthcoming on aspects of the planning.

In a nutshell, we are talking about aligning the place and date for the 2019 World Congress and ACCE Annual Convention – creating an adjacent, largely merged event. The WCF Congress draws 50 percent more attendees than ACCE’s annual convention. So, without any “bump” from either side, attendance would be 2,500. The ACCE Board has heard general presentations on this proposal in the past and encouraged staff to continue discussions. This summer, the formal proposal (a significant investment) is being prepared. That proposal has a very good chance for success against Bogotá and Rio de Janeiro (2019 congress must be held in the Western Hemisphere).

The Orlando Chamber will be the actual bidding entity, with the fiduciary responsibility to deliver the event to the specifications and preferences of the World Chambers Federation. ACCE will agree to combine and coordinate program features to the extent possible, while maintaining key elements of the traditional ACCE convention, especially components of the agenda focused on smaller chambers, US topics and governance. We would share keynotes, high-end workshops, some awards, and parties.

Promotion and execution would involve three parties. WCF devotes a team of 15 (plus borrowed staff from the ICC) to the Congress for two years. ACCE’s involvement in convention is also an all-hands-on-deck exercise. The Orlando Chamber and Orlando USA (CVB) will devote whatever people are required to succeed. A powerful team of private and public sector leaders has been recruited to serve on the bid/host committee.

Distribution of revenue and expense is a concern. Our goal is simplicity. ACCE will maintain revenue from North American registrants and WCF will keep registration funds they raise from other countries. On the sponsorship and exhibitor side, we would split revenue three ways, based on the source and the history of involvement by vendors/sponsors. The division of expenses is being negotiated as the bid is constructed. The Orlando Chamber is not expecting net profit from this event.

Obviously, there are a lot more details to work out, some during the run-up to the bid presentation in October, and some in 2018 and 2019. Because of structural changes taking place in the civic architecture of Central Florida (EDC and CC merger), ACCE has pushed for assurances that can transcend rearrangement of organizational leadership in the region.

Based on the available information and the mutual confidence of the parties, the ACCE Executive Committee has urged staff to fully support the Orlando bid, seeing it as an excellent opportunity for American chambers to increase their interaction with the world and extend a welcoming hand to representatives of more than 100 countries. Questions can be raised during the Board meeting.