



Financial Services Network Narrative

Overview of Network and Activities and Answers to Specific ACC Questions

Thank you for your time in considering our network to be the recipient of the Network of the Year Award. The Financial Services Network (FSN) is the comeback kid and likely the most transformed and committed network this year. And, we could not be more pleased to explain why this is a fully substantiated claim. In 2018, we had an unfortunate series of events that led us to lose both our chair, vice chair, secretary and sponsor. While some networks may have viewed this as an insurmountable setback, we viewed it as an opportunity to reinvent the network, reestablish a strong leadership team and commit our network to goal after goal this year. This year, the Financial Services Network began its mission of redesigning its network leadership team, modernizing the network's branding and devoting ourselves to creating the best experience possible for our base of members. And, we achieved, or in the process of achieving, the goals we set at the start of Fiscal Year 2018 all without even having a sponsor. Let me tell you how we did it.

We Sent Out a Survey. This year we sent out a survey to our current membership and to solicit feedback at the business meeting at the Annual Meeting in Austin. From there, we were able to get a handle on what our members wanted from our network. We also realized that the traditional programming topics needed to be expanded to incorporate some of the most important issues confronting this industry segment to date.

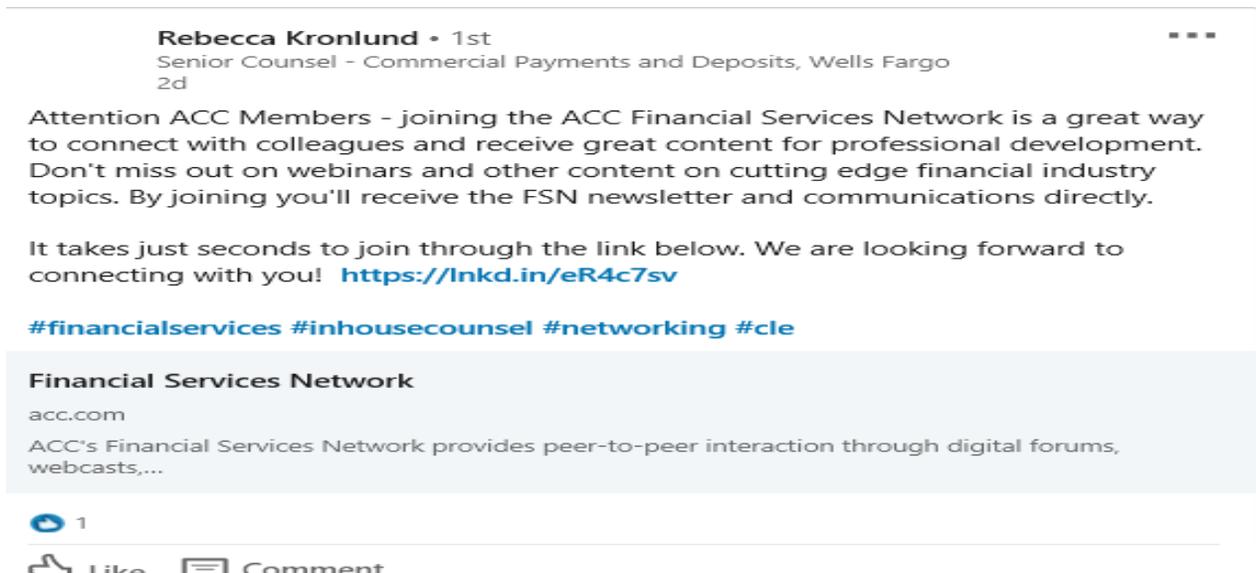
We Created an Amazing Leadership Team. After the annual meeting, several new leaders reached out to existing leaders to express interest on our sign-up sheet circulated at the meeting. Soon, we had created a core leadership team and restructured the roles and responsibilities. We were able to recruit a new secretary, who is an accomplished chief compliance officer and who spoke at our social media panel last year. We also put Dawn Haghigi in the Vice Chair role to ensure we had a fantastic and seasoned mentor to help us develop our strategic plan. Because our members are the top priority, we created two membership chairs. We also created a robust communications team with each chair responsible for each element of our communications strategy (i.e., one for LinkedIn, one for eblogs, one for newsletters and another for our website). From there, we looked at our programming team. We placed our tenured leaders in charge of the annual meeting and the other in charge of programming. Once we filled all of our core roles, we started to expand each team and created subcommittees. In taking a look at our membership survey, we recognized that our membership was attending Legal Quick Hits that addressed the issues the financial industry is most concerned about right now (e.g., Fintech, privacy, cybersecurity virtual currency & artificial intelligence). As a result, FSN added a subcommittee that is devoted to these cutting edge issues and had legal quick hits to provide relevant content. You can find a full list of leadership here: <https://www.acc.com/chapters-networks/networks/financial-services-network/leadership> (See Leadership Contact Sheet as **Exhibit A**).

We Created a Road Map. This year, we updated our strategic plan to have a set number of goals for the network this year. This is a living document and we have identified owners for each goal and we continue to work on the items that are not completed. Our strategic plan is attached as **Exhibit B**. To make sure we are staying on track, we meet every month and review our plan and current projects that we are working on (See sample Agenda and Network Notes attached as **Exhibit C and D**). We have empowered our chairs to complete their own goals and update the leadership regularly so we can celebrate the success of the team. Last, we regularly recognize one another for the contributions we all make to run the network events and in our professional careers. We also developed a welcome email for new membership and a monthly email

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communication (i.e., newsletter) for existing membership base. We also take time to speak with a member if they request a telephone call with us. For example, we recently spoke to a new General Counsel of a FinTech company to discuss the legal issues associated with lending on a mobile platform. We helped that General Counsel think through some unique issues and helped point them to additional resources. Last, we recognize new members on our Legal Quick Hits every month and plan to spotlight a new member going forward

We Made Membership Our Number 1 Priority. The FSN's top priority this year was our membership. We set out to take care of our existing members and make sure they have what they need. First, we communicate regularly with our membership base. We work to personally connect with each new member of our network and to ask what drew them to our network and what we can do to help them in their day to day jobs with content or even helping them navigate novel issues. We make sure that with every interaction, we give them a little more so they continue to “comeback” to our network and take advantage of its resources. Examples of this include: sending personal notes to new members and inviting them to join our linked in page. Responding to each question that is posted on our website and working with ACC staff to get a helpful answer. To do so, we wanted to make sure we connected as soon as they became a network member. We also implemented a welcome email that is sent out as soon as the person signs up for our network. **(See Exhibit E for Membership Welcome Letter)**. We also started to reach out to our base of members with a letter that tells them where our resources are and how to take advantage of our social media pages, etc. **(See Exhibit F for Membership Update Letter)**. We started to welcome new members as part of our Legal Quick Hits **(See sample Legal Quick Hit Agenda attached as Exhibit G)**. We will expand on this with a monthly email newsletter. We designed a template for the newsletter and we will use it to communicate upcoming events, a message from the Chair, a summary of our last Legal Quick Hit and to spotlight new members. We also plan to add a regulatory update section and will work with firms that are sponsoring our legal quick hit until we are able to secure a sponsor. Another way we plan to grow our membership is by working with local chapters, specifically targeting those who do not have a financial services committee as part of the local chapter. We are already working with the National Capital Region to create an event in the fall of 2019 to help our two networks meet and learn more about a financial services or other relevant topic. We regularly post on our FSN LinkedIn sites and on individual leadership sites to join our network and we share this with other eblogs as well. Here is an example post:



Rebecca Kronlund • 1st
Senior Counsel - Commercial Payments and Deposits, Wells Fargo
2d

Attention ACC Members - joining the ACC Financial Services Network is a great way to connect with colleagues and receive great content for professional development. Don't miss out on webinars and other content on cutting edge financial industry topics. By joining you'll receive the FSN newsletter and communications directly.

It takes just seconds to join through the link below. We are looking forward to connecting with you! <https://lnkd.in/eR4c7sv>

#financialservices #inhousecounsel #networking #cle

Financial Services Network
acc.com
ACC's Financial Services Network provides peer-to-peer interaction through digital forums, webcasts,...

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Like Comment

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We also are engaging members on our eblog, which continued to be a strong platform for communicating with members. We had 1.76% unique forum contributor engagement overall with our network eBlog and 44 unique contributions. You can see a more detailed view below:

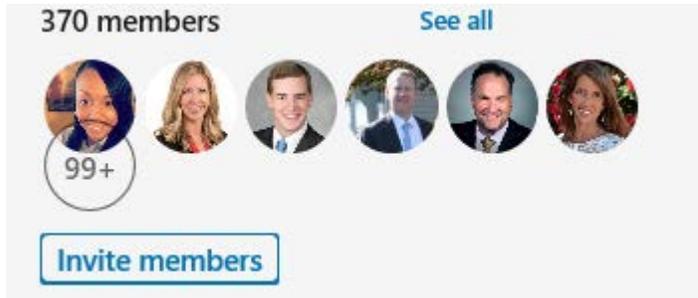
Month	Unique Contributors (Cumulative--Total)	Total (Post/Replies)
Fiscal YTD	50	179
Forum Traffic Factor	0	0.06
Unique Forum Contributor Engagement	0	1.76%

We also started to engage International members and invited them to join the FSN and we are working on regularly-scheduled global programming for our network members. Another pivotal accomplishment is that we have created a global programming chair who has developed an international Legal Quick Hit program for us that is independent of our regular monthly legal quick hit programming. The initial EMEA LQH was held at the start of June and discussed the very timely issue of Brexit and its impact on the financial services community (See post below). We are working on a new program for October on the rise of class actions and collective redress in financial services in Europe. We hope this can also be one of our annual regulatory events. We will continue to schedule international calls and hope to expand our reach to additional countries in Europe and Asia in partnership with other global ACC offices.

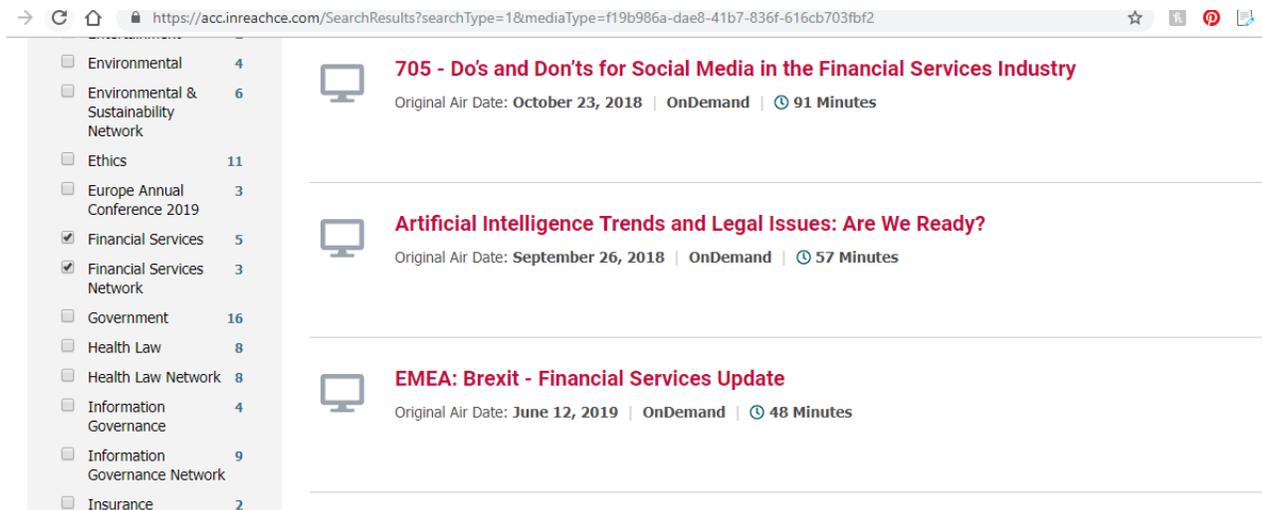


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We Communicate, Communicate and think of More Ways to Communicate. The FSN took a look at how its communications tactics compared to how people communicate today. Leadership recognized that we needed to have a stronger social media presence and enrich the eBlog experience. We expanded the size of our leadership team to add three communications chairs and they have created an FSN Linked In page. Since it launched in April, the site has 370 number of users. We have also found that membership is using it as another way to post questions and to advertise job listings.



Our Social Media chair has developed social media guidelines for our network leadership to follow (**See Social Media Guidelines, Exhibit H**). We also have regularly-scheduled posts each month for our membership to advertise Legal Quick Hits and to post relevant articles and other materials to our site and on the eblogs. As part of our monthly communications, we plan to interview a network member and leader to spotlight them and have them share advice with our membership team. Once we are able to secure a sponsor, we plan to have sponsor provide a written regulatory update that also will be reviewed as part of our LQH. The communication team also collects a summary of each LQH from the presenter and sends the summary along with a link to the recording out to all members on our LinkedIn Page and using our eBlogs. See links to our replays below.



This year, we also are focusing on revising the website content for our network to make it more in line with our strategic plan and our network mission. Now that the ACC website is complete, we have a dedicated website chair looking at content and making revisions. Once we secure a sponsor, we hope we can work with them to provide more rich content through this platform. Likewise, we communicate with ACC staff on a regular basis with monthly chair 1:1, leadership meetings and other scheduled meeting topics. We could not do what we do without the talented ACC team that makes it all possible, especially our network liaison, LaToya Tapscott. We also attend ACC Leadership training at the Annual Meeting and attend the NLC call every month and even spoke at the May meeting.

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We Provide Relevant Content. As our membership base changes, we recognize that it is a priority for us to deliver cutting edge content to explore the issues of blockchain, data and cybersecurity, how we connect with our customers (TCPA), and new forms of payment – virtual currency. We had a former New York Department of Financial Services regulator come and discuss the new licensing regime for bitcoin in April also. To provide these excellent presentations, our programs team has developed a program calendar, which they manage and update quarterly (see Attached Calendar as **Exhibit I**). This year we are on track to deliver 12 Legal Quick Hits. Our topics have included:

	Fintech in 2018 (The Year in Review): Regulatory Developments from the FinTech Charter to the Recent			
LQH	FTC Orders	11/28/2018	N/A	20
LQH	No LQH	12/12/2018	N/A	N/A
LQH	FCPA, Anti-corruption, and Cybersecurity-Compliance and the Law	01/23/2019	N/A	45
LQH	Practical Problems and Litigation Trends Under the FCRA	02/27/2019	N/A	23
LQH	Data and Cybersecurity: A Review of the Hot Issues Confronting Financial Services Companies	03/27/2019	N/A	77
LQH	New York's BitLicense for Virtual Currency Business Activities – A Regulatory Perspective	04/24/2019	N/A	12
LQH	Financial Services Regulatory Update	05/22/2019	N/A	18
LQH	Algorithms, Artificial Intelligence & Attorneys—The New Age for Financial Services Institutions	06/26/2019	N/A	TBD
	Attendance Total July 2017 - June 2018			582
	Attendance Total July 2018 - June 2019			444
	Attendance Growth over Last Period			1.71%

To run the legal quick hits, we have created a legal quick hit template that we send to all presenters to complete and then to the ACC to post on our website (See **Exhibit J** – Legal Quick Hit Template). We have a set agenda for each membership meeting to help it run smoothly and feature different leadership to run the monthly meetings (See sample agenda attached as **Exhibit G**). We work with well know law firms and partners to deliver excellent content to our membership and they usually prepare slides to help the audience grasp the key points of the LQH. . The FSN also sponsored and coordinated three presentations at the annual meeting including:

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<p>Monday, October 22 11:45 AM - 1:15 PM</p>	<p>206 - Beyond Bitcoin: Regulatory Developments in Digital Currencies, Initial Coin Offerings, and Tokens Presented by the Financial Services Network Curricula: Government Regulation, Technology Room: Meeting Room 17</p> <p>Speakers: Kevin Benish, Associate, Holwell Shuster & Goldberg LLP Lee Schneider, Co-Founder, Genesis Block Carol Van Cleef, CEO, Luminous Group, LLC</p> <p>This program will be an up-to-date, cutting-edge discussion of the current state of digital currency regulatory issues, including developments with Bitcoin, ICOs, and other digital currencies. Experts will offer timely and relevant insights in this fast-moving and potentially game-changing space.</p>
<p>Tuesday, October 23 11:00 AM - 12:30 PM</p>	<p>608 - Financial Services: New Technologies and New Opportunities (Beyond Blockchain) Presented by the Financial Services Network Curricula: Compliance, Government Regulation, Technology Room: Meeting Room 19</p> <p>Advanced</p> <p>Speakers: Andrew Cosgrove, Associate General Counsel, Upgrade Maria Earley, Partner, Reed Smith LLP Sarah Elliott, Head of Compliance, Blend Shane Foster, Senior Litigation Counsel, Office of the Arizona Attorney General</p> <p>This roundtable discussion will cover new financial technologies, including robo-advisers, distributed ledger, digital currencies, tokenization, CAT, and other emerging issues. Stay on the cutting edge of legal, regulatory and compliance issues by participating in this discussion around regulatory developments, intellectual property issues, merger and acquisition issues, challenges and opportunities.</p>
<p>Tuesday, October 23 2:30 PM - 4:00 PM</p>	<p>705 - Do's and Don'ts for Social Media in the Financial Services Industry Presented by the Financial Services Network Curricula: Business & Management, Compliance, Government Regulation Room: Meeting Room 17</p> <p>Advanced</p> <p>Speakers: Susan Duarte, Senior Counsel, Sprint Nathan Howard, Chief Compliance Officer, Moneta Group Investment Advisors, LLC Andrea Negroni, Professor, American University Amy Ralph Mudge, Partner and Co-Chair Advertising, Marketing & Digital Media Group, BakerHostetler LLP</p> <p>As social media continues to grow more prevalent every day, it's critical to stay current on recent developments. Discover the answers to these questions and many more: Are Twitter and Facebook friend or foe? What are the do's and don'ts for counsel using social media? What are the risks and best practices for using social media in the financial services industry? What are the latest legal and regulatory trends? What advertising law principles come into play?</p>

All of our presentations were well attended and we received excellent feedback on our panels. This year, we also have three annual meeting presentations including:

<p>Monday, October 28 4:30 PM - 6:00 PM</p>	<p>402 - FinTech 2.0, The Next Generation: Successes and Failures in Financial Technology Innovation in the Current Decade Presented by the ACC Financial Services Network Curricula: Cross-border/Global, Technology</p> <p>The 1990s and 2000s brought groundbreaking innovation in payments, online lending, online banking, and credit monitoring and health. Advancements across all areas of financial services have continued at a rapid pace. This roundtable discussion will review recent developments in financial products and services, and the hurdles and roadblocks that must be maneuvered in order to succeed in the current state and federal regulatory environments. Topics will include the introduction of blockchain technology to traditional financial services, the OCC Fintech bank charter, challenges to the bank partnership lending model, point-of-sale lending structures, third-party access and use of consumers' bank account data, digital wallets and contactless payments, simplification of the mortgage documentation process, the use of alternative data in underwriting, and more.</p>
<p>Tuesday, October 29 2:30 PM - 4:00 PM</p>	<p>705 - Cybersecurity Crisis: A Financial Services General Counsel's Role Before and After Cybersecurity Attack Presented by the ACC Financial Services Network Curricula: Business & Leadership, Cross-border/Global, Data Privacy & Security, Technology</p> <p>Advanced</p> <p>What does a financial services General Counsel do before and after a cybersecurity crisis? This engaging presentation will take the audience through hypothetical situations involving cyber intrusion and the role of the General Counsel in anticipating an intrusion with insurance and assessments; preparing for an intrusion with policies; employee education and messaging; and responding to an intrusion through evidence preservation, self-disclosures, public relations, and remedies. In addition, the panel will field questions for an active discussion and conclude with practical tips for preparing companies for cybersecurity issues, with an emphasis on the particular issues of financial services companies, broker-dealers, investment advisers, banks, etc.</p>
<p>Tuesday, October 29 4:30 PM - 6:00 PM</p>	<p>807 - Call Me Maybe? The Financial Services Perspective on the Telephone Consumer Protection Act Presented by the ACC Financial Services Network Curricula: Government Regulation, Technology</p> <p>Banks, financial services companies, and many other corporations can cross wires with the Telephone Consumer Protection Act (TCPA) on a daily basis. For example, sending a text message or other communication to notify your customer about a potential issue may result in class action lawsuits or regulatory inquiries that can aggregate damages into the millions, as Chase (\$34 million), Citizens Bank (\$4.5 million), and Bank of America (\$1 million) can attest. Not only is this area complex, but the case law and rules are ever-changing, making it critical to stay on top of the latest rules and developments. This panel will provide an overview of the latest developments, rules and considerations when communicating with your consumer base, common violations, calls made to mobile phones, class actions, potential damages, company liability for third-party calls, particularly debt collectors, and other recent issues.</p>

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We are developing a TCPA series for our members that is expected to launch in the fall of 2018 after our annual meeting panel.

We are “Finance Forward.” We also recognized that Financial Services goes beyond banking and investing today. Many companies are integrating financial services into their offerings with the rise of new payments, savings apps, credit cards, and other innovating ways for companies to connect and serve the customer bases. It is our mission to make members understand that we are not just a traditional banking or investment forum. While we do address those needs, we are also addressing the needs of all members. To that end, we have developed a tagline – Finance Forward, which we will begin using on all of our communications.

We Continue to Innovate. We are not done yet and there are more initiatives that we hope to undertake this year and into next year. We plan to launch a twitter feed and consider doing more video content for our members online. We also plan to secure a sponsor for next year and are working hard each week to get one for the next year. We will continue to work with other networks and expand our footprint and acquire new membership. Of course, we will send out our annual survey to benchmark how we did and what we can do better. Did I mention, our members are the number one priority for our network?

Comeback Kid Summary and Accolades. The FSN has done amazing things this year and we did all of this without a sponsor! Because of this, it should be recognized as the most committed and transformed network of the year. Although we are working hard to secure a sponsor, we have done amazing things this year without the benefit of a firm and its resources. This has required a tremendous amount of work from the leadership team. They have gone above and beyond what is normally expected and have delivered amazing results. We have never hesitated to fill in for one another or run with a project. As chair of FSN, I am incredibly proud of all we have accomplished together and this amazing group of individuals all have accomplished together to change the perception and trajectory of our network for the years ahead. Should you have questions or need additional information, please do not hesitate to contact me at susan.duarte@sprint.com.

Network of the Year Nomination Form

<i>Outstanding Small Network of the Year Award Nomination Grid</i>			
Network: The Financial Services Network			
Nomination Form Information			
Infrastructure and Strategic Planning	Developed and administered a strategic plan (Please attach.)	Yes: This year, the FSN created a robust strategic plan. It has clear, specific and measurable goals. We have a network chair assigned to each strategic goal and we update the strategic plan at least quarterly if not before.	No:
	Have a full slate of executive network leaders? (Chair, Vice-	Yes: This year, the FSN has a full slate of leaders. Please see the attached contact	No:

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	Chair, Secretary, Program Chair)	sheet for the full list of leaders.	
	Succession Plan (Please attach.)	Yes:	No: We have not developed our succession plan and will start working on it over the summer months.
	Submitted/Completed required forms (Annual Officer Report, Self-Assessment, Goals)	Yes: yes, we submitted those forms at the start of the year.	No:
	Have sub-committees and leadership in place	Yes: Yes, as described above, we have a full leadership team this year.	No:
	Communicates with sponsor at least quarterly	Yes:	No: We currently do not have a sponsor.
	Attend monthly NLC calls	Yes: We currently attend a call and have spoken at a meeting this year on the issue of succession planning. We also plan to develop a calendar and add this to our leadership monthly meeting to make sure that we always have someone represented from our network.	No:
	Attend leadership orientation calls in November	Yes: Yes, several of us attended the orientation calls in November.	No:
	Attend position based training (Membership Chair, Communications Chair) if applicable.	Yes: Our new leadership attended training that is specific to the area they support on the committee.	No:
	Hold monthly network calls	Yes: Yes, we hold monthly network calls, which include a Legal Quick Hit, welcome new members by name, review network and ACC announcements. ____	No:
	Prepare Meeting Agendas	Yes: Our Chair prepares the network agenda and our Secretary, Nathan Howard, distributes it to the leadership team.	No:
	Prepare Meeting Minutes	Yes: Our Secretary prepares meeting notes and we adopt them at the next meeting.	No:
Resources	InfoPAKs Title(s):	Yes: Total:	No:
	Sample Forms/Policies for Virtual Library	Yes: Total:	No:

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	Title(s):		
	ACC Docket Article Title(s):	Yes: Total:	No:
	ACC Top Ten Title(s):	Yes: Total:	No:
	ACC Quick Overview Title(s):	Yes: Total:	No:
	Forum Traffic: (ACC will provide stats, but it would be helpful to describe your efforts to engage members on the Forum) Low (0-0.99): Medium (1-1.99) High (2+): 50 points	Yes:	No:
	Unique Forum Contributors Low (0-3.9%): Medium: (4-7.99%) High (8%+)		
Membership	Membership Growth Percentage	Yes: Our membership continues to grow. We had some decline to coincide with the	No:
	LQH/Network Call participation increases over last year	Yes:	No:
	Sends a newsletter	Yes: We have created an electronic newsletter.	No:
	Includes enhanced webpage elements	Yes: Yes, we are working on the page now.	No:
	Promotes ACC services/resources in newsletters, in email/social media, during monthly meetings, or annual survey	Yes: Our newsletter will include links to our LinkedIn Page, our website, our ebloc and it will also include our monthly meeting information upcoming and past.	No:
	Sends a monthly email	Yes: Yes, we send a monthly email to our membership as discussed above.	No:
	Identify member interests through surveys or polls for programming, including, but not limited to Annual Meeting.	Yes:	No:

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Programs:	Legal Quick Hits Title(s):	Yes: Yes, see above for full lost. Total: 12 expected	No:
	Webcasts/Virtual Roundtables Title(s):	Yes: Total:	No:
	Co-Sponsored Events Title(s):	Yes: Yes Total: 1 in July	No:
Annual Meeting Participation:	LDI Participation:	Yes: Yes, we plan to participate in LDI again and did so last year. Total:	No:
	Developed Program Submissions for AM and/or other ACC Meetings	Yes: Yes, please see above,	No:
	Holds AM Business Meeting	Yes: Yes, we did last year and we will do it again this year.	No:
	Sponsor hosts events for members and/or leadership	Yes: Yes, Holwell had a lunch at the last annual meeting and sponsored a party.	No:
Strategic Alignment with ACC:	<p>Please describe: Our overview above helps define this in more detail. In short, the FSN strategic plan directly aligned with the ACC's plan this year. We continued to provide excellent communications and programming to align with the ACC's goal of engaging each member and law department. We decided to expand our reach beyond the typical companies to provide resources for any legal department with financial services attorneys or staff. We sought to reach out to new members individually and see what they needed from us directly. Membership is our top priority as is the customer services we deliver. We expect all of our interactions to be good ones with our membership and we hope to earn their loyalty and trust so they continue to engage with us in the years ahead. We also want to shape our environment to solicit the best work product out of all of our participants including our members, our leaders, our presenters and our ACC staff liasons.</p>		

Network Data is attached as Exhibit K.

EXHIBIT A

FSN Leadership Information

FSC Position	Name	Title	Company	Email	Phone	City	State
Chair	Susan Duarte	Director and Senior Counsel	Sprint	Susan.duarte@sprint.com	703-433-4145	Reston	VA
Vice-Chair	Dawn Haghighi	General Counsel	PCV Murcor Real Estate	dhaghighi@aol.com	312-813-3958	Los Angeles	CA
Secretary	Nathan Howard	Chief Operating and Compliance Officer	Private Capital Management An INDEPENDENT BANK GROUP Company	Email: nhoward@pcm-inc.com Website: www.pcm-inc.com	(303) 370-0055 Ext: 8507 Mobile: (314) 807-0264	Denver	CO
Program Chair	Doug Cohen	General Counsel and Chief Compliance Officer	Triad Securities Corp.	dcohen@triadsecurities.com	212-349-8941	New York	NY
Program Chair	Dennis Smith	Senior Vice President, Privacy, Cybersecurity, and Regulatory Counsel	Citizens Financial Group	Dennis.Smith@citizensbank.com	804-627-4150	Glen Allen	VA
Program Chair Subcommittee Chair – Fintech	Andrew Cosgrove	Corporate Counsel -	Upgrade	acosgrove@upgrade.com	415-326-4357	San Francisco	CA
Membership Chair	Loan-Anh Kao	General Counsel	McCord Development, Inc.	lkao@mccord.com	713-860-3034	Houston	TX
Communications Chair – Social Media Chapter Relations Chair - MN	Rebecca Kronlund	Senior Counsel	Wells Fargo	rkronlund@wellsfargo.com	952-905-5024	Minneapolis	MO
Communications Chair – eGroups	Jessica Gorski	Counsel	Geico	jgorski@geico.com	301-986-3148	Chevy Chase	MD

Communications Chair – Analytics and member communications	Michelle McGuinness	Director of Legal Affairs	Visible Alpha	michelle.mcguinness@visiblealpha.com		New York	NY
Communications Chair	Jeffrey Jamison	Senior Counsel & Vice President	BMO Harris Bank, N.A.	jeffrey.jamison@bmo.com	312-461-4694	Chicago	IL
Global Liaison Chair	Joshua Geller	Chief Legal Officer	AxiomSL	jpgeller@axiomsl.com	917-371-3787	New York	NY
Advocacy Chair	Kelly Goldstein	Associate General Counsel	Carfax, Inc.	kellygoldstein@yahoo.com	202-752-4994	Washington	DC
Advocacy Chair	Flavia Naves	General Counsel	Velo Payments	flavia.naves@velopayments.com	415-992-2720	Mountain View	CA
Publications Chair	Eric Seidmon	In-House Counsel	American Horizon Financial	eric@americanhorizonfinancial.com	954-719-6000 ext.719	Coral Springs	FL
Sponsorship Chair	Noah Kuschel	Senior AML Counsel	Las Vegas Sands Corp	noah.kuschel@sands.com	702-607-4620	Las Vegas	NV
Chapter Relations Chair – NCR and Northeast	Robert Lawrence	Associate General Counsel	Freddie Mac	robert_lawrence@freddiemac.com	703-903-2487	McLean	VA
Subcommittee Chair – Fintech	Rich Degiacomo	Associate General Counsel	CreditShop	rdegiacomo@Creditshop.com	3169904004	Round Rock	TX
Subcommittee Chair - Regulatory	Laura Dorman	Managing Director and Associate General Counsel	Berkeley Research Group, LLC	LDorman@thinkbrg.com	510-285-3300	Emeryville	CA
Subcommittee Chair – Fintech	Lilia Rose	Manager, Vendor Compliance and Contracts	Franklin Templeton Investments	lilia.rose@franklintempleton.com	650-312-2407	Mountain View	CA
Subcommittee Chair - Regulatory Chapter Relations Chair – NYC	Deborah Silodor	General Counsel	Amalgamated Bank	deborahsilodor@amalgamatedbank.com	212-895-4428	New York	NJ

Immediate Past Chair	Howard Lindenberg	Managing Associate Counsel	Freddie Mac	Howard_Lindenberg@freddiemac.com	703 903-2485	McLean	VA
ACC Staff Liaison	LaToya Tapscott	Manager of Practice Networks	ACC	tapscott@acc.com	202-677-4761	Washington	DC

EXHIBIT B

Financial Services Network Strategic Plan 2019-2020

Adopted on:

The Financial Services Network (FSN) mission is to provide resources, services and professional development and networking opportunities to in-house counsel as dictated by the interests of its members. The network will work to address the needs and advocate on behalf of the membership across the spectrum of financial services practice, including areas such as banking, traditional and non-traditional lending, finance, FinTech, securities, insurance, private equity, data analytics, ratings agencies, loan servicing and capital markets, as well as address related compliance issues. Programming and resources will focus on regulatory trends, developments in relevant areas of the law, practical advice, and the sharing of information and insight among the membership to facilitate the delivery of top notch legal services to our business clients. The network will make its resources and expertise available to the broader ACC membership via Legal Quick Hits, webinars, publications, and continuing legal education opportunities. The FSN will also facilitate informal events, with and without law firm sponsorship, to build and maintain relationships with outside counsel and a sense of community among our in-house practitioners.

Strategic Plan Items:

Increase Membership by 30%

Due Date: October 31, 2019

Responsible Leaders: Susan Duarte, Michelle McGinness, Loan-Anh Kao

- **Action 1:** Communications team to post monthly reminders on social network sites to encourage additional members.
 - **Update:** We post this each month.
- **Action 2:** Grow our footprint by expanding our programming and events to international locations.

- **Update:** We will have our first quarterly international program June 2019.
- **Action 3:** Partnering with local chapters and law firms to have local networking events for members and encouraging them to bring a friend
 - **Update:** We are working with the NCR to come up with a joint program for Financial Services and NCR members in the fall of 2019.
- **Action 4:** Contests to reward existing base to encourage existing members to get others to join the network
- **Action 5:** Develop an automatic email that goes out to the new and prospective members welcoming them to the network or encouraging them to join.
 - **Update:** As of 6/3, we have created a welcome newsletter and a prospect letter.
- **Action 6:** Welcome new members to our committee at each Legal Quick Hit.
 - **Update:** Started in December 2019 to welcome new attendees.
 - **Update:** Chair reaching out via linked in to welcome all new members and invite them to join our linked in page.
 -
- **Action 7:** Create new and innovative programming for our base and to attract new members.
 - **Update:** We had our first international LQH for the year out of London on 6/12. We also had a former regulator speak on bitcoin licensing and a firm speak on the new California Privacy Law. We are developing a TCPA series to launch in the November or December time frame. We also have covered older topics like payday loans and FCRA issues with an eye towards current issues.

Improve Communications

Due Date: September 30, 2018

Responsible Leaders: Rebecca Kronlund, Jessica Gorski, Jeffrey Jamison, Eric Seidmon

- **Action 1:** Implement a Linked In Page for FSN members – Complete 3/24/2019
- **Action 2:** Utilize social media platforms to advertise our network - ongoing
- **Action 3:** Create more buzz on our blogs - ongoing

- **Action 4:** Have designated blog monitors to respond to membership questions – Implemented November 2018
- **Action 5:** Encourage our members to use our blogs during our legal quick hits – Ongoing led by Jessica Gorski.
- **Action 6:** Develop a social media policy – Complete 1/22/2019

Develop or Obtain Better Online Resources

September 30, 2019

Responsible Leaders – All Leaders

- **Action 1:** Work with the ACC to refresh the FSN page
- **Action 2:** Solicit materials from interested outside counsel
- **Action 3:** Make it easier to find resources and content online including LQH

Create Monthly Email for Membership

Due Date: 3rd Quarter 2019

Responsible Leaders: Susan Duarte, Michelle McGinness, Loan-Anh Kao and Eric Seidmon

Completed: April 8, 2018

- **Action 1:** Develop a format for a monthly email to our members that will go out after the leadership meeting
 - **Update** – completed as of 6/14.
- **Action 2:** Make sure communications team gets write up from last LQH so it can be linked to in the email and posted online, on Linked In and on our EBlog site.
 - **Update:** We started doing this with our January LQH

More Leadership Participation in Events

Ongoing

Responsible Leaders – All Leaders

- **Action 1:** Create calendar of events and assign liaisons to each event
- **Action 2:** Designate leadership to cover legal quick hits using a sign up genius or doodle
 - Ongoing

Programming

Ongoing

Responsible Leaders: Dawn Haghighi, Doug Cohen, Andrew Cosgrove, Dennis Smith, Rich De Giacomo, Lilla Rose

- **Action 1:** Develop a program calendar that is accessible to all leadership by Feb 2019 - Complete
- **Action 2:** Have 3-4 LQHs planned in advance and have associated marketing dates with each one - Complete
- **Action 3:** Partner with communications team to have set dates to market programming - ongoing
- **Action 4:** Revise LQH agenda and items covered - Complete
- **Action 5:** Work with new sponsor on adding in regulatory update – Still don't have a sponsor
- **Action 6:** Co-sponsor events with the New to In-House or other networks – In-Progress (Jessica Gorski)
- **Action 7:** Increase number of broadcasts of the legal quick hit to add in international time zones (In Progress – Dawn and Josh Geller)
 - **Update:** First international program June 12, 2019
- **Action 8:** Have at least 2 international programs
 - **Update:** First international program June 12, 2019

Rebrand the Network

Due Date: June 2019

Responsible Leaders: Communications and Newsletter Team

- **Action 1:** Develop a slogan and talking points on what the network is about
 - **Update:** Have had ideation meetings with Comm teams and have some ideas for a new proposed slogan
- **Action 2:** Utilize slogan in communications, in legal quick hit power points, on emails
- **Action 3:** Work with sponsor to help refresh brand and to use it as a basis for annual meeting lunch and parties – no sponsor

Regulatory and Network Events

September 30, 2019

Responsible Leaders: Regulatory Liaisons

- **Action 1:** Regulatory team to work with chapter liaisons to come up with 1-2 program ideas for roundtables

- **Action 2:** Co-sponsor chapter events and work with local firms to help with a cocktail event or lunch

EXHIBIT C

Association of Corporate Counsel
Financial Service Network Leadership Council Monthly
Meeting
Monday, June 17, 2019 – 3:00 EST/12:00 PST

AGENDA

- 1. Call to Order (Nathan)**
- 2. Approval of Minutes (Nathan)**
- 3. Network Award Update (Susan)**
- 4. Newsletter Discussion (Communications Team)**
- 5. Website Discussion (Communications Team)**
- 6. Slogan Discussion (Susan and Dawn)**
- 7. Co-Sponsor LQH IT for In-House (Jessica)**
- 8. Annual Meeting Hit Discussion (Program and Annual Meeting Team)**
- 9. June and July Legal Quick Hit (Susan and Program Team)**
- 10. Sponsorship Update (LaToya Tapscott and Dawn)**
- 11. Event with NCR this Year (Susan and Bob) and Ideas for other Cities (all)**
- 12. ACC Update (Tapscott)**
- 13. Next FSN call**
- 14. Adjourn**

EXHIBIT D

Association of Corporate Counsel Financial Service Network Leadership Council Monthly Meeting Minutes Monday, May 20, 2019 – 3:00 EST/12:00 PST

Committee Chair: Susan Duarte

Attendees: John Gorski, Dawn Haghghi, Susan Duarte, Nathan Howard, Noah Kuschel, Andrew Cosgrove, Laura Dorman, Kelly Goldstein, Doug Cohen, Dennis Smith, LaToya Tapscott

Network Leadership Counsel

Susan provided update and notified the Committee that Network Awards submissions are coming due. She inquired with the Committee regarding what will be submitted and what needs to be done in order to complete the submission.

LaToya noted that there were three potential awards available, including Network of the Year, and that there is a new process this year. LaToya noted that the submissions for the Achievement Award and Network of the Year had several similar parts but additional submission items are required for Network of the Year.

For both the Achievement Award and Network of the Year, submissions must include submissions relating to:

1. Infrastructure and Strategic Planning (survey of members, full slate of leaders, goals setting, communication plan and members)
2. Leadership engagement
3. Sponsorship Deliverables
4. E-Groups and discussion traffic to forums
5. Membership activities
6. Current sponsorship relationship
7. Collaboration and programing

The following additional items must be submitted for the Network of the Year award in narrative form:

1. Network accomplishments
2. Network advocacy
3. Social media use
4. Why do we deserve this?

Susan suggested that the various portions be divided up among the members and asked for volunteers. Susan agreed to send out an outline to the Team with thoughts on each portion of the submission. Each person should provide Susan with reflections on major accomplishment's their committee has had.

Submissions can include copies of invitations, social media samples, etc. The awards period runs through June 30, so there is still time to get additional traffic/member participation.

Membership

The Committee discussed the recent drop in membership. It was unclear what the cause of the drop in membership with the Network was the result of; however, members suggested it could have resulted from recent website changes.

Sponsorship

LaToya noted that small network pricing was still applicable to potential sponsors. There is still a lack of sponsorship for the annual meeting. LaToya to follow up to obtain additional information regarding potential for reduced rate for annual meeting sponsorship given where we are in the year.

Annual Conference Programs

Deadline next week to submit Speaker details to program organizer's system. If anyone is going to be late on meeting a deadline, work with LaToya.

EXHIBIT E

FINANCIAL SERVICES NETWORK

Dear [Contact.First Name],

On behalf of our executive committee, welcome to the Financial Services Network (FSN)! We are glad you've selected the FSN as one of your ways to access the wealth of resources that ACC provides its members. We look forward to seeing you soon in our forums, monthly webcasts, networking events, annual conference, and other events scheduled throughout the year.

We use our Network page as the home base for new information, and you can directly add a calendar reminder for our next meeting by clicking **HERE [link to FSN LQH page - <https://www.acc.com/chapters-networks/networks/financial-services-network>]**. Our members are our top priority and we will work hard to deliver the content and resources necessary to help you succeed in your role. We encourage you to get involved with the FSN either in a leadership role or by contributing content to the *ACC Docket* and other FSN communications. We always need help leading our monthly calls and facilitating local networking events. Please also let us know if there are topics you would like covered in our monthly calls or other resources you would like to see added to our website.

We encourage you to follow us on our **LinkedIn** page [insert link - <https://www.linkedin.com/groups/12155406/>] and on our **e-blog** [hyperlink eblog - <https://community.acc.com/communities/community-home?CommunityKey=1478d8c2-bfa1-4376-8967-cbc9c860bf4d>]. You can also search our site for more information. If there is anything that we can do to help you get the most from your membership, please let us know. You can find a list of the executive committee here. [hyperlink to the leadership page]. Lastly, we are more than happy to point you in the right direction to connect you to other FSN and other ACC network members.

Again, welcome! We look forward to getting to know you better!

Sincerely,
Susan Duarte
Sprint Corporation
Senior Counsel and Director, Marketing and Financial Services ACC Financial Services Network Chair

EXHIBIT F

FINANCIAL SERVICES NETWORK

Dear [Contact. First Name],

We are thrilled that you are a member of the Association of Corporate Counsel (ACC) and hope you are taking advantage of all that the ACC offers its members. We wanted to make you aware of the wealth of resources the Financial Services Network (FSN) offers, including forums, monthly webcasts, networking events, annual conference panels, and other events scheduled throughout the year. Our executive committee strongly encourages you to join our network today and to start taking advantage of these great resources and a strong network as soon as possible.

We use our Network page as the home base for new information, and you can directly add a calendar reminder for our next meeting by clicking **HERE** [link to FSN LQH page - <https://www.acc.com/chapters-networks/networks/financial-services-network>]. Our members are our top priority and we will work hard to deliver the content and resources necessary to help you succeed in your role. We encourage you to get involved with the FSN either in a leadership role or by contributing content to the *ACC Docket* and other FSN communications. We always need help leading our monthly calls and facilitating local networking events. Please also let us know if there are topics you would like covered in our monthly calls or other resources you would like to see added to our website.

We encourage you to follow us on our **LinkedIn** page [insert link - <https://www.linkedin.com/groups/12155406/>] and on our **e-blog** [hyperlink eblog - <https://community.acc.com/communities/community-home?CommunityKey=1478d8c2-bfa1-4376-8967-cbc9c860bf4d>]. You can also search our site for more information. If there is anything that we can do to help you get the most from your membership, please let us know. You can find a list of the executive committee here. [hyperlink to the leadership page]. Or course, we are more than happy to point you in the right direction to connect you to other FSN and other ACC network members.

Again, we hope you will join the Financial Services Network today! We look forward to getting to know you better!

Sincerely,

Susan Duarte

Sprint Corporation

Senior Counsel and Director, Marketing and Financial Services ACC Financial Services Network Chair



Financial Services Network

EXHIBIT G

ASSOCIATION OF CORPORATE COUNSEL

Financial Services Network

Teleconference Agenda

March 27, 2019

3:00 p.m. EST

****ONLINE REGISTRATION IS REQUIRED TO OBTAIN THE DIAL-IN FOR THE MONTHLY CALL****

<https://www.acc.com/chapters-networks/networks/financial-services-network>

- I. **Call to Order – Susan Duarte**
- II. **ACC Announcements – ACC Staff**
- III. **Network Updates and Announcements – FSN leadership**
- IV. **Introduction of Speakers - Susan Duarte**
- V. **Legal Quick Hit**

Data and Cybersecurity: A Review of the Hot Issues Confronting Financial Services Companies

This session will focus on the hottest privacy and cybersecurity issues facing the financial services industry. The discussion will include an analysis of emerging biometric privacy laws, insight from in house counsel on the NY Department of Financial Services' Cybersecurity Requirements (one year later), and an update on regulatory activity.

- VI. **Adjourn (Next scheduled LQH: April 24, 2019 at 3pm EST "New York's BitLicense for Virtual Currency Business Activities – A Regulatory Perspective" – [Register Here](#))**

Exhibit H

About this group

Forum for in-house counsel members in the Financial Services Industry to connect, share information and plan Association of Corporate Counsel programs & events.

Group rules

This group serves as a professional development and discussion group for in-house counsel around the world. To help facilitate a productive conversation among group members, we have developed this brief list of group rules. 1. Be courteous and respectful to other group members. Do not post disparaging remarks within the group. 2. ABSOLUTELY NO SOLICITATION or MARKETING OF ANY KIND of personal products or services unless approved by ACC group admin. 3. ACC aims to be the premier global legal association serving the diversified needs of in-house counsel. Occasionally, we will post valuable ACC event and resource information. We kindly ask that you refrain from posting information from competing organizations. 4. Do not post defamatory, profane, offensive or illegal content--these are strictly prohibited. Disclaimers: ACC may delete any post that includes advertising or that we consider offensive or inappropriate. ACC reserves the right to remove any group member that violates the above rules. Remember that your comments could make you subject to libel, slander and/or antitrust laws. The views expressed within this group are those of the individual poster and do not reflect the views of ACC. For additional guidelines concerning engagement on ACC's online platforms please refer to the Terms of Use policy (<https://acc.com/aboutacc/legal.cfm#terms>).

EXHIBIT I

ACC Financial Service 2019 Legal Quick Hit (LQH) Calendar

Date	Topic	Speaker & Contact Info.	Programming Lead	Legal Quick Hit Leader	Communication Contacts	Key Dates (Advertising and Communications)	Marketing Description – long and short (social)
January 23, 2019 – noon	FCPA Issues	Paul Rosen at Crowell and Moring	Dawn Hagaghi	Susan Duarte	Becca Kronlund	-Send out summary and link to LQH.	[send out description]
February 27, 2018	A Review of the FCRA	Rebecca Saelao and Alisa Givental, partners at Severson & Werson	Laura Dorman Susan Duarte	TBD	Becca Kronlund Jeff Jamison (social) Jessica Gorski (eBlog)	Description to LaToya by Feb. 12. Start promoting as soon as possible	[awaiting description from the firm]
March 27, 2019	Data and cybersecurity: A review of the hot issues confronting Financial Services Companies	Alfred J. Saikali <i>Chair, Privacy & Data Security Practice</i> Shook, Hardy & Bacon L.L.P. 305.960.6923 (Direct) 786.395.7375 (Mobile)	Susan Duarte	[TBD]	Becca Kronlund Jeff Jamison (social) Jessica Gorski (eBlog)	Add to website Promote at Feb. LQH Start promoting online Mar. 1	[received and sent to teams]
April 24, 2019	Bitcoin License – A Regulatory Perspective	Patrick Burke Philips Nizer Patrick J. Burke Partner, Data Technology & Cybersecurity PHILLIPS NIZER LLP 485 Lexington Avenue – 14 th Floor New York, NY 10017 Tel: (212) 841-1342 Cell: (917) 721-8588 Fax: (212) 262-5152 E-mail: pburke@phillipsnizer.com	Andrew Cosgrove	Andrew Cosgrove	Becca Kronlund Jeff Jamison (social) Jessica Gorski (eBlog)	Add topi	

Date	Topic	Speaker & Contact Info.	Programming Lead	Legal Quick Hit Leader	Communication Contacts	Key Dates (Advertising and Communications)	Marketing Description – long and short (social)
		<p>[in-house contact from Andrew] Bio: https://www.phillipsnizer.com/Patrick-Burke</p>					
<p>May 22, 2019</p>	<p>Financial Services Regulatory Update- A discussion of state variations in the regulation of small dollar lending, including licensing, finance charges, and other fees.</p>	<p>Clay Swears Hudson Cook, LLP Direct: (410) 865-5419 Cell: (443) 257-9426</p> 	<p>Andrew Cosgrove Laura Dorman</p>	<p>Becca Kronlund</p>			
<p>June 26, 2019</p>	<p>Augmented Reality</p>	<p>Blair E. Kaminsky Holwell Shuster & Goldberg LLP 425 Lexington Avenue New York, New York 10017 (646) 837-5139 (office) (732) 794-3405 (mobile) (646) 837-8364 (fax) www.hsgllp.com</p>	<p>Susan Duarte</p>	<p>Becca Kronlund</p>			

Date	Topic	Speaker & Contact Info.	Programming Lead	Legal Quick Hit Leader	Communication Contacts	Key Dates (Advertising and Communications)	Marketing Description – long and short (social)
July 24, 2019	Supreme Court in Review	Greg Castanias, Jones Day	Susan Duarte Dennis Smith	Becca Kronlund			
August 28, 2019	No LQH	No LQH	No LQH	No LQH	No LQH	No LQH	No LQH
September 25, 2019	Third Party Vendor Issue – Cloud and Data Security Issues fo	Amazon Web Services	Josh Geller				
October 23, 2019	E-Sign LQG	[tbd]					
November 27, 2019	Sponsor						
December XX, 2019	Sponsor						

Key Contacts:

LaToya Tapscott, ACC

tapscott@acc.com

tel 202-293-4103 ext. 354

dir 202-677-4761

EXHIBIT J

Financial Services Legal Quick Hit Program Template

Legal Quick Hit: Financial Services Network

Date/Time: Wednesday, June 26, 2019 from 3-4 EST

Duration: 60 Minutes

Description: Augmented Reality

Speakers: Blair E. Kaminsky, Partner - Holwell Shuster & Goldberg

Pricing: This webcast is free and exclusive to ACC members.

Notes:

Financial Services (FS) Network

EXHIBIT K

LEGAL QUICK HIT ATTENDANCE

Program Type	Title	Date	Call-in Participants
LQH	Mirror Mirror On the Wall, Who's the True Lender After All?: A Review of Recent Developments in True Lender Theory and Caselaw from CashCall to Colorado	02/28/2018	17
LQH	<i>Co-sponsored LQH with Real Estate</i> The Evolving Immigration Paradigm Explained: Recent Developments and Practical Guidance for In-house Counsel	03/07/2018	16
LQH	The Next Wave of Technology: Blockchain, Cryptocurrencies and ICOs	03/28/2018	62
LQH	Limiting Exposure When Negotiating Class Action Settlement Agreements: "Blow-Up Provisions"	04/25/2018	16
LQH	Consumer Financial Protection Bureau (CFPB) Today - Trends and Enforcement	05/23/2018	25
LQH	California Supreme Court Adopts New Independent Contractor Test: What This Means for the Financial Services Industry	06/27/2018	28
LQH	The Supreme Court in Review: Major 2017-2018 Commercial Cases of the Supreme Court's Term - Summary and Implications for Business	07/25/2018	26
LQH	<i>Co-sponsored LQH with New to In-house</i> Game Changer: An Overview of the New California Consumer Privacy Act of 2018	08/22/2018	N/A
LQH	Artificial Intelligence Trends and Legal Issues: Are We Ready?	09/26/2018	N/A
LQH	Fintech in 2018 (The Year in Review): Regulatory Developments from the FinTech Charter to the Recent FTC Orders	11/28/2018	N/A
LQH	No LQH	12/12/2018	N/A
LQH	FCPA, Anti-corruption, and Cybersecurity-Compliance and the Law	01/23/2019	N/A

LQH	Practical Problems and Litigation Trends Under the FCRA	02/27/2019	N/A
LQH	Data and Cybersecurity: A Review of the Hot Issues Confronting Financial Services Companies	03/27/2019	N/A
LQH	New York's BitLicense for Virtual Currency Business Activities – A Regulatory Perspective	04/24/2019	N/A
LQH	Financial Services Regulatory Update	05/22/2019	N/A
LQH	Algorithms, Artificial Intelligence & Attorneys—The New Age for Financial Services Institutions	06/26/2019	N/A
	Attendance Total July 2017 - June 2018		
	Attendance Total July 2018 - June 2019		
	Attendance Growth over Last Period		

Leadership

Submitted/Completed required forms (Annual Officer Report, Self- Assessment, Goals)		
NLC calls attended		

MEMBERSHIP STATS

FORUM (f

Web Participants
33
18
129
14
28
39
28
204
17
20
N/A
45

Month	Number of Members
Jul-18	2868
Aug-18	2883
Sep-18	2887
Oct-18	2883
Nov-18	2874
Dec-18	2901
Jan-19	2971
Feb-19	2740
Mar-19	2803
Apr-19	2859
May-19	2854
Growth	-0.49%

Month
Jul-18
Aug-18
Sep-18
Oct-18
Nov-18
Dec-18
Jan-19
Feb-19
Mar-19
Apr-19
May-19
Jun-19

23
77
12
18
TBD
582
444
1.71%

Fiscal YTD
Forum Traffic Factor
Unique Forum Contributor Engagement

Forum Usage & Traffic (posts/user = T

Low (0-0.99): **25 points** | Medium
 Unique Forum Contributors

Low (0-3.9%): **25 points** | Medi

3/3
2

ormerly eGroup) ENGAGEMENT

Subscribed Community Members	Unique Contributors (Cumulative - Total)	Total (Post/Replies)
2,848		6
2,850		24
2,835		8
2,816		15
2,883		10
2,915		15
2,640		16
2,714		16
2,756		14
2,827		21
2,831		28
2,835		6

2,835	50	179
		0.06
		1.76%

otal Messages/Subscribers)

1 (1-1.99): 40 points | High (2+): 50 points

um (4-7.99%): 40 points | High (8%+): 50 points

ACC Network of the Year and Achievement Award Objective Criteria Scoring Guide

Categories are based on the number of network members at the beginning of the contest year:

- Small = > 3000 members – [900 points with no sponsor!]
- Large = < or = 3000 members

Achievement Awards will be given to those networks that meet the following point thresholds:

Gold Level _____1400+_____ points
Silver Level _____1300+_____ points

I. Leadership

- | | | |
|--|-----------------|---------------|
| a. Full slate of network leaders | Yes = 50 points | No = 0 points |
| b. Subcommittees/leadership in place | Yes = 50 points | No = 0 points |
| c. Practice area subcommittees in place | Yes = 5 points | No = 0 points |
| d. Succession plan in place | Yes = 25 points | No = 0 points |
| e. Strategic plan in place | Yes = 50 points | No = 0 points |
| f. Communicate with sponsor at least quarterly | Yes = 50 points | No = 0 points |
| g. NLC call attended by at least one leader | 5 points each | [30 points] |

II. Resources

- | | |
|--|----------------|
| a. Top Tens | 10 points each |
| b. Quick Overview (formerly Quick Counsel) | 10 points each |
| c. Guides (formerly InfoPAKs)/White Papers | 10 points each |
| d. Miscellaneous (Sample Forms, Policies) | 10 points each |
| e. ACC Docket Articles | 10 points each |

III. Forums (formerly eGroups)

- | | |
|---|--|
| a. Forum Usage & Traffic (posts/user = Total Messages/Subscribers) | |
| a) Low (0-0.99): 25 points Medium (1-1.99): 40 points High (2+): 50 points | |
| b. Unique Forum Contributors | |
| a) Low (0-3.9%): 25 points Medium: (4-7.99%) 40 points High (8%+) 50 points | |

IV. Membership

- | | |
|---|-------------------------------|
| a. Membership Growth: Percentage increase in total net members from prior year. | |
| 1. 0-2% | = 40 points |
| 2. 3-4% | = 50 points |
| 3. 5-6% | = 60 points [since June 2018] |
| 4. 7-8% | = 70 points |
| 5. 9%+ | =100 points |

Increased Member Involvement: LQH/Network Call participation

- | | |
|---------|-------------|
| 6. 0-5% | = 40 points |
|---------|-------------|

- 7. 6-10% = 60 points
- 8. 11-15% = 80 points
- 9. 16-20% = 100 points
- 10. 21%+ = 120 points

- b. Sends a monthly email Yes = 40 points No = 0 points
- c. Maintains webpage Yes = 20 points No = 0 points
- d. Enhanced webpage elements (e.g. Twitter feed, links to external resources, etc). Yes = 20 points No = 0 points
- e. Promotes ACC services/resources:
 - a) In monthly email Yes = 20 points No = 0 points
 - b) Via social media Yes = 20 points No = 0 points
 - c) During monthly mtg. Yes = 20 points No = 0 points
- f. Annual Survey Yes = 100 points No = 0 points

V. Programs

- a. Monthly Meetings (12 months) Yes = 30 points No = 0 points
- b. Prepare Monthly Meeting Agenda Yes = 10 points No = 0 points
- c. Prepare Monthly Meeting Minutes (9+) Yes = 30 points No = 0 points
- d. Webcasts/Virtual Roundtables 20 points each
- e. # Legal Quick Hits (up to 12 programs) = 80] 10 points each [8 x 10
- f. Co-Sponsored events 20 points each
[upcoming in July]

VI. Annual Meeting Participation

- Leadership Development Institute Yes = 40 points No = 0 Points
- Annual Meeting Program Idea Survey Yes = 10 points No = 0 points
- Network develops AM Programs Yes = 40 points No = 0 points
- Network holds AM Business Meeting Yes = 40 points No = 0 points
- Sponsor hosts event for members and/or leadership Yes = 10 points No = 0 points