

Board of Directors Meeting

January 28, 2021
Via Zoom Meeting



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

January 28, 2021

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ACCE Board of Directors Meeting

January 28, 2021 | 2:00 p.m. EST

Via Conference Call

AGENDA

- 2:00 pm** **Welcome**
- Governance**
- Review and Approve Minutes – October 29, 2020 Meeting
 - Treasurer’s Report
 - Financial Report
 - Nominations Update
- 2:15 pm** **President’s Report**
- 2:30 pm** **Convention**
- 2021 & 2022
- 2:40 pm** **Foundation Update**
- 2:45 pm** **Brodie Boland, Associate Partner**
McKinsey & Company
The Future of the Office
What are future implications of the massive work-from-home experiment we’ve been undertaking? We will review ideas for the future of offices and workforce based on discussions with hundreds of organizations confronting these issues and their insights on the future of the office environment.
- 3:35 pm** **Scott Raecker, Executive Director**
The Robert D. and Billie Ray Center at Drake University
Creating a Culture of Civility
Our speaker will provide insights and best practices for active and intentional engagement by chambers of commerce to create a culture of civility in their workplace, program of work and community.
- 3:50 pm** **Open Discussion**
- 4:00 pm** **Adjourn**



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors 2021 Governance Meeting Calendar

January Virtual

Finance Committee	January 27	1:00 pm EST
Executive Committee	January 27	3:00 pm EST
Board of Directors	January 28	2:00 pm EST

March Virtual

**Budget discussion – all meetings are 1 hour*

Finance Committee	March 23	1:00 pm EDT
Executive Committee	March 23	3:00 pm EDT
Board of Directors	March 24	3:00 pm EDT

April Virtual

Finance Committee	April 28	1:00 pm EDT
Executive Committee	April 28	3:00 pm EDT
Board of Directors	April 29	2:00 pm EDT

*July – TBD

Finance Committee	TBD
Executive Committee	TBD
Board of Directors	TBD

*October – TBD

Finance Committee	TBD
Executive Committee	TBD
Board of Directors	TBD

*TBD whether virtual or in-person. An update will be sent in Q1, 2021.

Additional committee meetings via conference call announced as needed.

ACCE Board of Directors Meeting

October 29, 2020 | 2:00 p.m. EDT

Virtual – Zoom Meeting

MINUTES

Present: Juliet Abdel, Sara Armstrong, Alisha Benson, Carl Blackstone, Kathy Blank, Beth Bowman, David Brown, Jay Byers, Adrian Cain, Kati Capozzi, Doris Carson Williams, Chip Cherry, Graham Cobb, Eric Godet, David Griggs, Greg Durocher, Natalie English, Tiffany Esposito, Mark Fisher, Dottie Gallagher, Christy Gillenwater, RaDonna Hessel, Michael Huber, Ken James, Adam Knapp, Brad Lacy, Megan Lucas, Kelle Marsalis, Adam Marshall, Matt McCormick, Sherry Menor-McNamara, Rachel Morris, Matt Morrow, Jim Page, Carlos Phillips, Matt Pivarnik, David Prunte, Brittany Quick-Warner, Jeff Rea, Joe Reardon, James Reddish, Janet Riopel, Kuma Roberts, Beverly Robertson, Bob Rohrlack, Jim Rooney, David Rumbarger, Maria Salinas, Todd Sanders, Kevin Sheilley, Bill Sisson, Vern Squier, Bryan Starr, Sherry Taylor, Tony Vedda, Ashli Watts, Angela Whitcomb Roy Williams, Sandra Wilson and Gilbert Zavala

Excused: Robin Anderson, Terra Carroll, Chris Clark, Adrienne Cole, Brian Hall and Michel Leblanc

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

Chair Jay Byers called the meeting to order, made opening remarks and introduced new directors. He then welcomed corporate sponsor Facebook, whose team discussed small business community investment.

Byers then referred all to the audit report in today's briefing materials and noted that the Audit Committee met on October 19 and approved the report. He turned it over to Lindsay Fryar, Assurance Supervisor with RSM US to present the audit report. She shared that because of the pandemic the audit was completed virtually this year, which was challenging but the ACCE team worked hard to complete the process. She reviewed the financial statement and advised that the audit is clean and unmodified with no new disclosures this year. Megan Lucas made a motion to approve the audit report. Seconded by Adam Marshall. *Passed.*

The board reviewed the minutes from the meeting held on July 22, 2020. There were no changes and a motion to accept the minutes was made by Chip Cherry. Seconded by Adam Knapp. *Motion carried.*

Chair Byers shared that CEO Kelly's employment contract has been renewed for 3 years.

Kelly then gave the President's Report, which included an update on the state of ACCE and its continued progress on all strategic plan priorities. Kelly shared specifics about ACCE's response to the ongoing COVID-19 pandemic and efforts to secure PPP funding for chambers in the next relief package. She also provided a recap of the 2020 Future of Chambers Summit and the status of the 2021 convention. Kelly concluded with noting that due to current safety measures the spring board meeting will be virtual.

Byers called on Treasurer Bill Sisson for the financial report. Sisson noted that ACCE's cash position is strong, with total net assets at \$2.8 million. Membership revenue is slightly above our projected YTD budget and we have allowed for slower collections and negotiated payment plans in hopes of retaining members who are struggling during the current economic downturn. A significant accomplishment has been the insurance claim ACCE filed with its insurance carrier seeking reimbursement of expenses due to the cancelation of the 2020 convention. The claim has been reviewed and ACCE will be reimbursed fully for its claim. In other

areas, overall expenses are down as a result of the moratorium on travel, with staff continuing to work remotely for the foreseeable future. In these uncertain times, ACCE's net still exceeds budget, FBI is ahead of budget and the ACCE Foundation has a positive net income. Tony Vedda made a motion to approve the financial report, which was seconded by Doris Carson Williams. *Passed.*

Byers convened the FBI Annual Stockholders meeting, a required yearly meeting of ACCE's wholly-owned, for-profit subsidiary. Stacey Breslin provided the update in Chair Robin Anderson's absence and noted that the 401k audit was completed and filed by the July 31 deadline despite the challenges of working remotely. Updated guidance on the SECURE Act and CARES Act continues to evolve and the FBI team and Benefits Trust will continue to monitor both. Increases in insurance premiums, if any, will be determined by early November. New versions of Retire Secure meetings began virtually in September, with positive feedback. Chair Byers then *adjourned* the FBI Annual Stockholders meeting.

Guest speaker Kristin J. Hansen of the Stanford Graduate School of Business discussed ways to bridge the divide in polarized communities and what role chambers can play in moving our country forward post-Election Day. An open discussion followed about next steps for ACCE.

Byers made closing remarks and thanked all for attending.

Meeting adjourned.

Association of Chamber of Commerce Executives
Consolidated Projects
For the Eight Months Ending November 30, 2020

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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash	1,401,935.43	\$559,059.14	\$712,177.40		\$2,673,171.97
Investments	489,609.92	\$0.00	\$0.00		\$489,609.92
Investments - 457B	113,418.82	\$0.00	\$0.00		\$113,418.82
Investment in Subsidiary	506,962.40	\$0.00	\$0.00		\$506,962.40
Accounts Receivable - General (net)	51,729.66	\$98,819.92	\$0.00		\$150,549.58
Accounts Receivable - Trust	0.00	\$252,612.68	\$0.00		\$252,612.68
Grant Receivable	0.00	\$0.00	\$0.00		\$0.00
Due from Related Entities	482,116.25	\$0.00	\$0.00	(482,116.25)	\$0.00
Prepaid Expenses	55,114.84	\$5,164.70	\$17,248.40		\$77,527.94
Prepaid Expenses - Convention	0.00	\$0.00	\$0.00		\$0.00
Prepaid Expenses - Virtual Summit	0.00	\$0.00	\$0.00		\$0.00
Deposits	11,312.12	\$975.00	\$0.00		\$12,287.12
Fixed Assets, Net	187,842.34	\$63,762.53	\$0.00		\$251,604.87
TOTAL ASSETS	\$3,300,041.78	\$980,393.97	\$729,425.80	(\$482,116.25)	\$4,527,745.30
LIABILITIES					
Accounts Payable & Accrued Expenses	147,235.05	\$17,041.18	\$19,500.00		\$183,776.23
Accounts Payable - Trust	(11,966.82)	(\$2,342.00)	\$0.00		(\$14,308.82)
457B Liability	113,418.82	\$0.00	\$0.00		\$113,418.82
Due to Related Entities	0.00	\$333,863.08	\$148,253.17	(482,116.25)	\$0.00
Deferred Dues	467,613.03	\$0.00	\$0.00		\$467,613.03
Deferred National Sponsors	26,228.29	\$0.00	\$0.00		\$26,228.29
Deferred Other	10,870.00	\$3,396.55	\$524,499.31		\$538,765.86
Deferred Rent	118,315.00	\$0.00	\$0.00		\$118,315.00
Deferred Convention	19,533.00	\$0.00	\$0.00		\$19,533.00
Deferred Revenue - Virtual Summit	0.00	\$0.00	\$0.00		\$0.00
Capital Lease Obligations	28,227.00	\$0.00	\$0.00		\$28,227.00
TOTAL LIABILITIES	\$919,473.37	\$351,958.81	\$692,252.48	(\$482,116.25)	\$1,481,568.41
NET ASSETS					
Net Assets - Unrestricted	2,105,211.59	\$506,962.40	\$44,820.28		\$2,656,994.27
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	275,356.82	\$121,472.76	(\$7,646.96)		\$389,182.62
TOTAL NET ASSETS	\$2,380,568.41	\$628,435.16	\$37,173.32	\$0.00	\$3,046,176.89
TOTAL LIABILITIES & NET ASSETS	\$3,300,041.78	\$980,393.97	\$729,425.80	(\$482,116.25)	\$4,527,745.30

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending November 30, 2020

	November 20 YTD ACTUAL	November 20 YTD Budget	2020-21 Annual Budget	November 20 Actual vs. Budget YTD \$\$ Variance	November 20 Actual vs. Budget YTD % Variance	Nov 19 YTD ACTUAL	November 20 Actual vs. November 19 Actual % Variance
FBI							
Total FBI Revenue	723,628.85	720,666.67	1,081,000.00	2,962.18	0%	725,660.15	(0%)
Total FBI Expense	602,156.09	667,264.67	1,000,897.00	(65,108.58)	(11%)	712,032.46	(18%)
FBI Net Income	121,472.76	53,402.00	80,103.00	68,070.76	56%	13,627.69	89%
Foundation							
Total Revenue	819,321.68	774,796.00	1,231,931.00	44,525.68	5%	954,328.71	(16%)
Total Expense	826,968.64	938,974.00	1,188,096.00	(112,005.36)	(14%)	953,892.39	(15%)
Foundation Net Income	(7,646.96)	(164,178.00)	43,835.00	156,531.04	(2,047%)	436.32	106%
ACCE							
Revenue							
Annual Convention	0.00	0.00	85,638.07	0.00	0%	893,346.95	0%
Virtual Convention ~ Summit	289,033.00	205,000.00	205,000.00	84,033.00	29%	0.00	100%
Awards/COY Revenue	12,250.00	18,500.00	36,250.00	(6,250.00)	(51%)	20,700.00	(69%)
Certification	8,250.00	10,600.00	10,600.00	(2,350.00)	(28%)	9,450.00	(15%)
Chamber Education	10,354.00	6,070.00	11,020.00	4,284.00	41%	17,868.00	(73%)
Chamber Executive Magazine Rev	52,595.00	57,735.00	76,980.00	(5,140.00)	(10%)	48,310.00	8%
Economic Development	0.00	0.00	0.00	0.00	0%	3,250.00	0%
Executive Search	2,963.88	4,333.33	6,500.00	(1,369.45)	(46%)	8,458.75	(185%)
Membership Revenue	999,443.89	895,333.33	1,343,000.00	104,110.56	10%	1,140,818.50	(14%)
Metro Cities Revenue	6,925.00	6,350.00	26,200.00	575.00	8%	28,182.00	(307%)
Misc Income	742.70	13,333.33	20,000.00	(12,590.63)	(1,695%)	16,918.01	(2,178%)
National Corporate Sponsors Revenue	256,188.73	240,000.00	287,563.33	16,188.73	6%	156,695.00	39%
Publications & Research Revenue	1,091.00	727.33	20,000.00	363.67	33%	4,089.00	(275%)
Total ACCE Revenue from Operations	1,639,837.20	1,457,982.33	2,128,751.40	181,854.87	11%	2,348,086.21	(43%)
Expense							
Admin (Operations, Occupancy, Governance)	268,083.23	298,376.17	447,564.26	(30,292.94)	(11%)	366,747.50	(37%)
Admin Personnel Costs	219,355.21	320,365.53	480,548.30	(101,010.32)	(46%)	258,797.47	(18%)
Annual Convention	145,800.76	161,913.22	161,913.22	(16,112.46)	(11%)	934,597.71	(541%)
Virtual Convention ~ Summit	154,425.58	171,522.30	171,522.30	(17,096.72)	(11%)	0.00	100%
Awards/COY Expense	21,373.82	28,963.11	28,963.11	(7,589.29)	(36%)	43,870.83	(105%)
Certifications Expense	13,034.12	13,807.14	13,807.14	(773.02)	(6%)	21,312.63	(64%)
Chamber Education Expense	33,610.86	44,358.08	66,537.12	(10,747.22)	(32%)	53,940.10	(60%)
Chamber Executive Magazine Expense	33,463.80	30,518.26	40,691.01	2,945.54	9%	60,232.63	(80%)
Divisions Expense	12,764.40	14,402.93	21,604.40	(1,638.53)	(13%)	7,572.04	41%
Economic Development	0.00	0.00	0.00	0.00	0%	17,951.63	0%
AskACCE	63,417.79	64,989.46	97,484.19	(1,571.67)	(2%)	73,154.67	(15%)
Membership Expense	242,196.78	236,327.76	354,491.64	5,869.02	2%	313,457.41	(29%)
Metro Cities Expense	8,495.65	6,100.00	14,445.63	2,395.65	28%	23,318.35	(174%)
National Corporate Sponsors Expense	107,582.71	116,277.87	174,416.81	(8,695.16)	(8%)	111,094.11	(3%)
Publications & Research Expense	9,354.04	11,333.33	37,000.00	(1,979.29)	(21%)	11,067.13	(18%)
Web Expense	31,521.63	27,423.99	41,135.99	4,097.64	13%	27,864.50	12%
Total ACCE Expense from Operations	1,364,480.38	1,546,679.17	2,152,125.12	(182,198.79)	(13%)	2,324,978.71	(70%)
ACCE Net Income	275,356.82	(88,696.83)	(23,373.72)	364,053.65	132%	23,107.50	92%
Total ACCE & Affiliates Revenue	3,182,787.73	2,953,445.00	4,441,682.40	229,342.73	7%	4,028,075.07	(27%)
Total ACCE & Affiliates Expenses	2,793,605.11	3,152,917.83	4,341,118.12	(359,312.72)	(13%)	3,990,903.56	(43%)
Total ACCE & Affiliates Net Income	389,182.62	(199,472.83)	100,564.28	588,655.45	151%	37,171.51	90%

ACCE Finance Report

November 30, 2020 Financial Statements (8 months into the FY)

Balance Sheet

Our cash position is strong with over \$2.6 million. “Due from related entities” represents the amount owed to ACCE by FBI and the ACCE Foundation for ordinary operational expenses and consulting. Please note that these amounts will be reduced in December due to quarterly payments between entities. ACCE’s consolidated net assets are standing at \$3 million.

Consolidated Statement of Activity

Membership Revenue – ACCE membership dues revenue is above the projected YTD budget, which was adjusted downward in the COVID-19 budget. Deferrals from last year have contributed to our YTD figures being above budget. We anticipate that this line item will trend downward through the fiscal year due to the financial struggles of many of our members. We have allowed for slower collections which has helped to retain members.

Admin Personnel Costs – Included in this line item are expenses related to employees’ PTO. This variance should be substantially lower in the January statements because all PTO associated with the December holidays is allocated and paid in January 2021.

Convention - The 2020 Annual Convention was cancelled publicly as of May 2020. Internally, all work related to the convention ceased as of April 1, 2020 the beginning of ACCE’s fiscal year. Planning for the annual convention begins at least two years in advance, including hotel/convention center site visits and contract negotiations. Vendor selection and other contracts are secured within four months of the event. All expenses and revenue are kept in the pre-paid category until the actual date of the event.

ACCE was able to negotiate and eliminate cancellation fees but some vendors charged for labor completed prior to event cancellation, thus the \$160k+ total expense line item. ACCE also had significant staff time charged to event preparation. All of these charges, except for labor hours, were submitted to our event insurance carrier, the Novick Group. While the insurance claim was accepted, the payment was not received until December 2020.

Virtual Summit – The Future of Chambers Virtual Summit was a successful event for ACCE and had the highest participation rate of any event in the organization’s history. Thank you to all who participated. The revenue for this event far exceeded budget expectations and the expenses were lower than projected. Due to our members’ and partners’ steadfast support, ACCE’s first Virtual Summit yielded a net surplus of \$101k.

ACCE expenses from operations – Most expenses for the eight months of the fiscal are lower than budget. This is primarily due to an across-the-board moratorium on spending due to COVID-19. We anticipate that this trend will generally continue as staff works from home and conducts all activities virtually, while we will begin to increase spending on select projects and initiatives related to the strategic plan and organizational priorities.

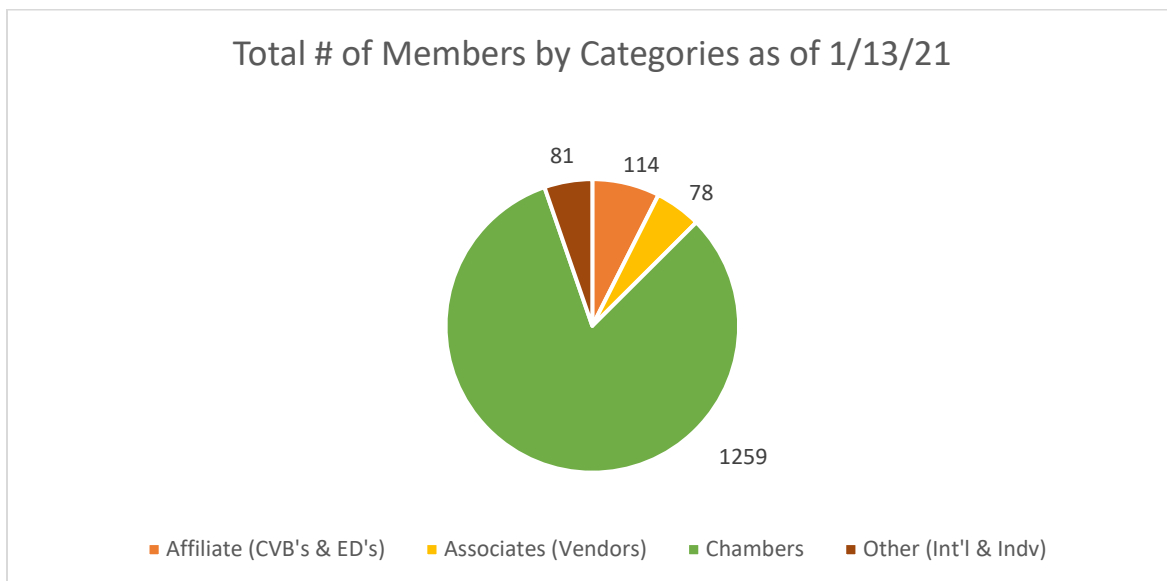
Net Income - Eight months into the year the ACCE net is better than budget. FBI is running ahead of budget and the foundation currently has a small negative net income, which is better than budget. The foundation, which is dependent on foundation grants, can vary significantly in its short-term revenues due to grant delivery even though the long-term trend has been steady and high. Foundation funding for the next four months looks positive.

Membership Report

Anissa Starnes, IOM / In-House Consultant

Membership Overview

- We have been focusing on contacting all past due members from 2020.
- We continue to offer payment arrangements or decrease in dues (per income adjustments and as a last resort) for members that have been unable to pay due to financial difficulties.
- Prospective members from 2020 have been reaching out early in 2021 to get additional information on benefits as they consider joining this year.
- Members continue to be thankful for the flexibility and consideration being offered to them by ACCE.
- Proactive membership sales outreach will continue in 2021.
- Eighteen (18) new members since the last board report.
- Eleven (11) new members joined during Q4 and seven (7) to date during Q1 of 2021.
- Anissa has made outreach attempts to past due accounts and has been successful in collecting past due payments and connecting with many of the accounts to negotiate payment terms.
- We are moving forward in January with dropping members that are more than 90-days past due that have not responded to any of our outreach attempts to assist them with payment options.



Accounts Receivable Fiscal Year 2020 – UNPAID ACCOUNTS as of 1/12/21

- 369 Chambers
- 26 Associates (Vendors)
- 14 Affiliates (CVBs & EDs)
- 12 Other (Int'l. & Indv.)
- 417 Total 90+ Past Due Members for 2020 - \$317,771.35
- Anissa is continuing to work these accounts for payment arrangements, collections and final notice of termination.
- This figure is not significantly different from the usual A/R numbers in January of each year.

Beth Bronder, VP Development & Partnerships

January 2021

Corporate Sponsorship & Partnerships

As anticipated, payments and renewals from our travel company partners have been put on hold due to continued travel restrictions. They all remain committed to the chamber industry and are likely to return when bookings begin again. Another long-time sponsor, United Networks, renewed in October.

Our two strategic partners, Facebook and Comcast, have indicated they will renew for 2021. Adding sponsorship of the ACE awards, Facebook will increase their investment by 10% this year.

Likewise, we have been working on securing renewals in January from the U.S. Chamber, Accrisoft, Inspireity and MemberClicks. All have indicated they will renew, although each has requested changes to their agreement (not investment level) to compensate for not being able to deliver in-person networking opportunities.

Prospecting/New Investors

While plans for the July virtual summit are still being decided, November through February is a good time to prospect for new corporate partners active in the areas of SMB solutions, community development, DEI and Covid Recovery. Select companies being actively pursued include: *Amazon, Walmart, Target, Bank of America, VISA, Aetna/CVS, MetLife, Square, T-Mobile* as well as other companies focused on providing services to chambers in areas like insurance, advocacy and credit card services.

What's Ahead

In general, we will need to be flexible and creative with how we deliver value to our sponsors in 2021. Screen/zoom fatigue is becoming an issue as we deliver virtual programming. July's virtual summit (convention) may be more challenging to sell than in 2020, but we are seeking new ways to engage members, partners, sponsors and exhibitors.

A few sponsors are diving deeper into thought leadership topics and promoting corporate social responsibility initiatives. Some, particularly those with an interest in the small business sector, are positioning themselves as allies to chambers on advocacy issues and government relations efforts. We continue to move away from being primarily a marketing partner to sponsors. This coming year, like 2020, will provide ACCE the opportunity to demonstrate its far-reaching value to partners looking to have impact on our communities.

Communications, Networks & Foundation Report

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

ACCE Communications

Chamber Executive: The Fall 2020 edition of *Chamber Executive* is online. The issue features the 2020 40 Under 40, along with features on fee-for-service revenue; COVID's impact on chambers; diversity, equity and inclusion and more.

- Winter 2020 issue will launch in February and will include stories on membership models, regional alliances, inclusive economic recovery, a Q&A with chamber foundation professionals, as well as a Certified Chamber Executive profile.



Awards for Communications Excellence (ACE): The 2020 competition, sponsored by Facebook, is now underway and recognizes outstanding marketing and communications work. Submissions will be accepted through February 19. Review submission details [here](#). Up to 12 Awards for Communications Excellence winners will be announced and considered finalists for the Best in Show title within their respective entry category (based on chambers' total revenue). Winners will be announced in April and recognized in the Spring issue of *Chamber Executive* magazine.

COVID Blog and Updates: March 5 will mark the one-year anniversary since we sent our first COVID-19 update to members from President & CEO Sheree Anne Kelly. We continue with regular [COVID-19 updates](#) via our blog, providing developments and resources on 501(c)(6) access to the Paycheck Protection Program and highlighting best practices around member initiatives, recovery resources, federal policy updates and more.

Diversity Equity and Inclusion Programming

ACCE closed out 2020 with a heavy emphasis on content and programming to help chamber leaders learn different strategies and approaches to engaging their community stakeholders on issues of diversity, equity and inclusion. Highlights include:

- A two-part workshop in August with Dr. Nika White to help chamber leaders gain the skills and mindsets needed to be more effective allies in racial equity work.
- An August webinar on entrepreneurship as an equity engine, featuring the work of the Tampa Bay Chamber and Chattanooga Area Chamber that showcase how focused chamber efforts on entrepreneurship can create more economic opportunity for all residents.
- An August webinar on building an economic mobility strategy, featuring the work of the Orlando Economic Partnership to shift employer mindset about their role within social and economic mobility.
- September Future of Chambers Summit featured several DEI sessions, including a powerful keynote from Glenn Singleton and breakout sessions on chambers championing DEI, recruiting and retaining minority-owned businesses, getting board buy-in for DEI work, bridging the digital divide and more.
- Summer 2020 [Chamber Executive feature](#) on chambers engaging more deeply on racial equity work.
- October webinar with the Kauffman Foundation and Round Rock Chamber to highlight how chamber programs to build robust entrepreneurial ecosystems can create more inclusive economies.

- October webinar with the Graduate! Network and Greater Louisville Inc. on equitable approaches to COVID-19 economic recovery, highlighting partnerships to create pathways from low-wage, high turnover positions to higher skilled careers.
- Launched an in-depth DEI Resource Guide for chambers featuring proven strategies, tactics, best practices and practical resources.
- Fall 2020 [Chamber Executive Q&A](#) with chamber of commerce DEI practitioners on the approaches and strategies they employ in the communities they serve.
- Monthly DEI division calls and case studies on a variety of DEI topics, including internal chamber DEI goals, measuring impact and maintaining momentum of your DEI work, CEO pledge programs, corporate diversity certification programs and more.

2021 DEI Goals

The ACCE team will continue its emphasis on DEI programming as we launch our 2021 program of work. We are working to identify the funding to bring high-level DEI programming to the chamber community in 2021, including:

- A program on strategic planning with a DEI lens.
- A workshop on navigating and engaging in difficult conversations about race.
- Best practices for effective supplier diversity programs and minority business accelerators.
- Programs and resources for leveraging data to measure the impact of chamber DEI work.
- Creating a benchmarking tool and support to help chambers establish, measure and improve DEI policies and practices.
- Highlight strategies, tactics and outcomes from ACCE's Fellowship for Economic Recovery and leverage the Fellows to mentor other chamber leaders seeking to execute strategies to ensure more equitable economic recovery in the communities they serve.

Community Peer Groups

Metro Cities Council: The group continues monthly calls to share strategies and best practices for responding to the COVID-19 crisis and racial equity challenges. Recent discussions focused on vaccine distribution, election outcomes and restoring civility to public discourse. The council will hold a joint virtual program with the Major Cities Council on February 22-24 to take the place of its traditionally in-person meeting.

Major Cities Council: ACCE's Major Cities Council continued monthly calls, with recent calls focused on strategic planning, staff engagement and morale. The council will hold a joint virtual program with the Metro Cities Council on February 22-24 to take the place of its usual in-person meeting.

Emerging Cities Council: Emerging Cities Council roundtable calls continued in October and December with calls on innovative revenue ideas and motivating and rewarding staff during difficult economic times. Winter and spring 2021 calls are scheduled for February, April, and June. The council's Google group remains active.

Hometown Chamber Council: We've experienced an uptick in council participation on monthly calls and in the Google group thanks to ongoing effort from chair Jason Camis of the Gardner Edgerton Chamber. Calls and online discussion continue around PPP, annual reports and various membership topics.

Divisions

Membership Development Division (MDD): Fall division programming included roundtables focused on revenue and investor strategies for 2021 and recruiting and engaging minority businesses. We'll be extending discussions on this topic at our virtual summit. We also initiated a "Coffee and Connections" series offering informal networking and support for membership professionals, with MDD advisory board members serving as facilitators of small group discussions. Webinar offerings included a three-part series on The New

Membership Sales Playbook that provided insight from sales trainers and senior chamber membership professionals on sales success during challenging times.

Our 2021 sales training conference will be held virtually on March 11 & 12. Planning is underway for general sessions, breakouts and roundtables focused on developing chamber value propositions, marketing and sales collaboration, missional selling, use of data in sales and more. We also resumed regular division roundtables this winter and are planning to launch our 2021 sales mentor program in the spring.

Communications Division: The division continued its roundtable calls focusing on chamber communications strategies around COVID-19 crisis response and virtual events. The December call focused on chamber communications around vaccine distribution. The division opened the call for entries for ACCE's Awards for Communications Excellence earlier this month.

Diversity, Equity & Inclusion Division: The division continues to hold monthly roundtable calls about the equity impacts of COVID-19 and the work chambers are doing in this area. Recent calls focused on DEI impacts of COVID-19, an overview of the Anchorage Chamber's [Anchorage Gig Economy Network](#) (AGEN), the Greater Des Moines Partnership's [diversity certification program](#) and [DEI toolkit](#), and plans for 2021 programs and initiatives.

Economic & Community Development Division: The division held a half-day virtual event for 44 economic and community development professionals on Wednesday, December 2. The event featured presentations by Amy Holloway, EY's National Director of Economic Development Advisory Services and Darin Buelow, Deloitte's Global Location Strategy Leader on economic development trends and reshoring and its impacts. The event also included four peer-driven roundtable discussions and a concluding session on communicating your chamber's role in economic development with April Mason, President of Violet PR, and Bob Ross, Senior Vice President for Marketing and Communications for the Greater Topeka Partnership. The division continues to hold calls every other month to discuss how COVID-19 and economic recovery efforts intersect with economic and community development in different communities.

Education & Talent Development Division:

- Hosted ETD Virtual Annual Meeting, which convened 40 ETD Champions who participated in eight peer-to-peer roundtables addressing goals and challenges for 2020 & 2021 in their communities.
- Hosted monthly webinars, roundtables and a full-day virtual convening for the 40 Fellows participating in ACCE's Fellowship for Economic Recovery. Topics included fundraising strategies, the future of work and building more inclusive economies.
- Held roundtable calls and webinars for the division. Topics included the digital divide, career pathways, education and talent trends and career exploration.
- Distributed our quarterly Smart Justice Newsletter and convened chambers from across the country for quarterly peer call that covered racial justice initiatives by South Carolina and Iowa chambers, substance abuse initiatives by Kentucky chambers, and the advocacy by Michigan and Pennsylvania chambers around Clean Slate Initiatives and expungement policies.
- Received grant agreements from National Skills Coalition/Business Leaders United and Annie E. Casey.

Events Division: With 134 registrants, our fall 2020 events training conference was the largest regional conference in recent ACCE history. Held on November 5 and 6, the conference offered three keynotes, nine breakouts and six roundtable discussion opportunities covering revenue creation through mission-driven events; the legalities of resuming in-person events; diversity, equity, and inclusion events; programming and peer networking opportunities for young professional program, inter-city visit organizers, and leadership program directors; and more. Selected sessions will be available for purchase in Q1.

In our January and February division roundtables, we will share information on creative solutions for community events, best practices for gauging consumer comfort with in-person events, and the evolving best practices for executing hybrid events. We are also planning three webinars for the spring around hybrid events, event management certifications and innovations in chamber inter-city leadership programs.

Finance & Operations Division: The division continues to hold regular calls on topics impacting operations and financial management of chambers. The December call focused on membership renewals and dues collection, 2021 budging and planning and COVID liability issues.

Government Relations Division: The division continues monthly calls to share insights and help government relations professionals navigate challenging times. The December call featured a discussion with U.S. Sen. Todd Young (R-Ind.) on the bi-partisan [Endless Frontier Act](#).

Professional Development & Convention

Crystal Moore, Vice President – Professional Development & Convention

ACCE 2021 Events

Annual Event

The meetings industry is still in flux and the immediate future of face-to-face meetings is still being determined. However, there are many technology-based opportunities for ACCE to meet member needs in a strategic way. Based on the financial impacts our industry has faced, as well as the financial challenges ACCE would encounter with an in-person program, we have made the decision not to host a face-to-face 2021 annual summer convention. Staff is exploring new ways of engaging our participants and evaluating lessons learned from last year's event, as well as studying other industry virtual events. We are in the beginning stages of planning, but we have a goal of opening registration in March 2021 for a summer event.

Other Events.

We are exploring a combination of virtual meetings and smaller scale in-person meetings for the fall. Of course, this will all be based on COVID-19 protocol.

CCE Program

Outreach to qualified chamber professionals continued through fall 2020 and included an October webinar providing an overview of the 2021 program. Applications for our 2021 CCE class were due on January 11. All components of the program this year will be virtual, with CCE presentations and interviews scheduled for March 24.

In November we welcomed Tony Vedda, President & CEO of the North Texas LGBT Chamber of Commerce, to the CCE Commission. Two commissioners left the commission in late 2020: Joe Unterreiner retired in October and Chair-elect Norma Ritz Johnson's career took her to a new non-chamber position in late December. We thank both for their time and service to the CCE program and to the chamber community.

E-learning

Our 2020 webinars included parts 2 and 3 of our Membership Sales Playbook series (see Membership Development Division report), along with webinars on post-merger culture, career exploration, and entrepreneurship as an economic driver. Planned winter 2021 webinars will cover fundraising through chamber foundations, management of remote offices, creating effective foundation strategic plans, and our annual *From the Winner's Circle* series featuring our 2020 Chamber of the Year award winners.

Our new online learning portal launching this winter will provide streamlined access to live online events, on-demand recordings and other resources. Upon launch, the new system will include four new eCourses on board management, ambassador programs, and accounting standards updates on revenue recognition. Selected recorded sessions from our Future of Chambers Summit and our fall 2020 events conference will also be available via the new learning portal.

AskACCE / Information Office

[Dynamic Chamber Benchmarking](#) is currently being transitioned to a non-SSO login and back-end preparations are being made to open the 2020 survey to membership on January 19. A new email marketing tool is being implemented to make it easier to complete the survey in three smaller segments. A 2020 Economic Recovery Report will be released to participants after completion of the survey to help chambers gauge their performance and plan through the COVID crisis.

Info Office staff are preparing to upload our streamlined Samples Library to the new system, which will be renamed Member Knowledge Exchange. Resource guides are continuing to be developed and updated and preparations are being made to migrate them to the new system in phase two of the migration.

The [AskACCE team](#) has seen an increase in requests for ACCE e-tours and support has been provided to the Professional Development team in developing webinars and eCourses. The team continues to provide Q&A support and in-depth research services to ACCE members. Recent topics have ranged from creative use of chamber office space as non-dues revenue generation, how to better engage volunteers and diversify the board, planning for economic impacts of COVID, planning for a merger and forming partnerships, and requests for benchmarking and compensation metrics.

Fringe Benefits, Inc.
Robin Anderson, CCE, Chair
January 2021

The Benefits team is focused primarily on the annual review and compliance testing for the 401k profit sharing plan, which will run through the end of March. FBI and the trustees continue the search for an outside partner who can automate this per-pay period review of all contribution submissions on a real-time basis for potential implementation in late 2021.

Insurance remains unchanged for the 2021 calendar year, with the exception of dental coverage which will see a small cost increase. The back-end programming on insurance billing system within the new ACCE database is almost complete. We look forward to the continued improvements on our processes and tracking as we move into the implementation stage.

ACCE External Affairs Engagement

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

ACCE Staffer	Date	Event	Location	Description
Sheree Anne Kelly	June '20	Americans for the Arts (AFTA) – Annual Convention	Presenter (virtual)	You, Your Chamber and Your Private Sector Partnerships on the Road to Re-Opening and Recovery
Sheree Anne Kelly	June '20	Beverly Hills Chamber – Back to Business Virtual Collaborative	Presenter (virtual)	The Critical Role of Chambers of Commerce
Sheree Anne Kelly	June '20	ASAE	Meeting (virtual)	Innovation, Associations as Catalysts, A Virtual Conversation
Alysia Bell	June '20	Council on Criminal Justice (CCJ)	Virtual	Participated in kick-off event as an elected member of CCJ's inaugural membership class
Anissa Starnes	June '20	Blue Water Chamber (MI)	Virtual	Membership luncheon: Taking Care of Yourself and Your Team During COVID-19
Will Burns	June '20	ICC World Chamber Federation/Dubai Chamber	Virtual	Interview on chamber COVID-19 response for ICC benchmarking project
David Velasquez	June '20	Greater Des Moines Partnership	Panel (virtual)	Smart justice reform, featuring other chambers
Alysia Bell	July '20	National Collaborative for Infants and Toddlers (NCIT)	Virtual	Participated as a member of the Movement Building Steering Committee
Sheree Anne Kelly	July '20	KY Chamber Execs	Speaker (virtual)	The Future of Chambers – Moving Forward
Sheree Anne Kelly	Aug. '20	PA Chamber Professionals	Speaker (virtual)	Horizon Initiative – What's Next
Sheree Anne Kelly	Aug. '20	Leadership Kokomo – Greater Kokomo Chamber (IN)	Speaker (virtual)	Nonprofit Management and the Changing National Landscape
Sheree Anne Kelly	Aug. '20	Dakota County Regional Chamber (MN) Board Retreat	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Aug. '20	TN Chamber Execs	Speaker (virtual)	ACCE Update: Chambers Across the U.S.
Sheree Anne Kelly	Sept. '20	USCC LEAD Conference	Panelist (virtual)	The Future of Chambers and Trade Associations
Sheree Anne Kelly	Sept. '20	AZ Chamber Execs	Speaker (virtual)	Horizon Initiative Update and Chamber Trends

Sheree Anne Kelly	Sept. '20	Mississippi EDC	Speaker (virtual)	Rethinking Revenue Models
Sheree Anne Kelly	Sept. '20	WI Chamber Execs	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Oct. '20	World Chambers Federation	Meeting (virtual)	Executive Committee and General Council meetings
Sheree Anne Kelly	Oct. '20	MIKI Chamber Execs (MI, IN, KY, IL)	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Oct. '20	Richardson Chamber (TX) Board Retreat	Speaker (virtual)	The Future of Chambers
Will Burns	Oct. '20	AARP Business Roundtable	Participant (virtual)	Update call with AARP and national business organizations.
Sheree Anne Kelly	Nov. '20	MACE/Midwest Chamber Execs (WI, MN, ND, SD, IA, NE)	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Nov. '20	Overland Park Chamber (KS) board retreat	Facilitator (virtual)	Facilitated strategic planning sessions held via two half-day meetings
Sheree Anne Kelly	Nov. '20	Baton Rouge Area Chamber board retreat	Speaker (virtual)	The Future of Chambers
Sheree Anne Kelly	Dec. '20	Irving-Las Colinas board retreat	Speaker (virtual)	Strategic Planning
Sheree Anne Kelly	Dec. '20	KS Chamber execs	Speaker (virtual)	Membership Trends and the Future of Chambers
Sheree Anne Kelly	Dec. '20	Loudoun County Chamber executive committee meeting	Speaker (virtual)	Chambers and Community Impact
Will Burns	Dec. '20	Pew/PSPP Partner call	Participant (virtual)	Coordination call for national organizations working on criminal justice reform.
Sheree Anne Kelly	Jan. '21	Affiliate Chamber of Commerce Chairs, Presidents & Executive Directors (IA)	Speaker (virtual)	Future of Chamber Value and Relevance
Sheree Anne Kelly	Jan. '21	Extraordinary CEO blog	Interview	Innovations and considerations for board governance
Sheree Anne Kelly	Jan. '21	Plano Chamber of Commerce board of directors	Facilitator (virtual)	Strategic planning retreat held in two sessions
Will Burns	Jan. '21	State Executive Association Network	Facilitator	Call with SEAN leaders to catch up and share strategies for 2021.

Do you know of events at which our team should speak? Conferences/virtual meetings where our industry's voice should be heard? Know a chamber that could benefit from customized consulting, training or facilitated retreats? Let us know. Tell Sheree Anne – skelly@acce.org.