

INSIDER

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2021 Academy Planned for August 8-11



Academy will be back in-person in August 2021!

At least that's the hope and the plan. W.A.C.E. is moving forward with plans to present Academy on August 8-11 in Sacramento and offer the program in a safe environment, as close to "normal" as allowed while adhering to all the latest health regulations and state guidelines.

"After hitting the pandemic roadblock last summer, we're looking forward to being back this year," said Steering Committee Chair Tom Pierson, ACE. "Our promise remains the same — we will deliver top-quality instruction in the 18 essential subjects that we believe chamber professionals and their chambers need to succeed."

"In order to assure the full Academy experience, if for some reason we are unable to meet in-person in Sacramento, plan B will be to move the Academy to a location in another state," said W.A.C.E. President Dave Kilby. "Our hope is to make that final location decision in early June."

2021 Classes

Academy first year classes are:

- "Chamber Overview & Trends."
- "Legal Basics."
- "Committee & Board Development."
- "Budget Preparation & Monitoring."
- "Membership Sales & Recruitment."
- "Marketing & Communications."

The second year classes will be the following:

- "Representing the Interests of Business with Government."
- "Financial Policies & Procedures."
- "Membership Retention Essentials."
- "Revenue Development."
- "Policy Development."

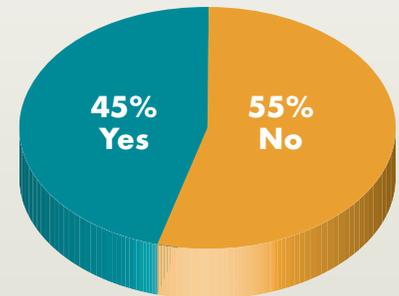
• "Keeping Your Chamber Relevant." Completing the line-up of classes for third year are:

- "Intro to Economic Development"
- "Dealing with the Media."
- "Staff Development & Management."
- "Everyday Ethics."
- "Strategic Planning."
- "Personal Leadership Development."

Academy registration information is available on the W.A.C.E. website at www.waceonline.com.

SNAPSHOT

Chamber CEOs: Do You Have an Employment Contract?



Source: 2021 W.A.C.E. CEO Salary/Benefits Survey

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Save the Date
August 8-11, 2021
 Sacramento, California

ACADEMY

Registration Information Available at waceonline.com

COMMENTARY

Chambers: The Good, Bad and Ugly



Dave Kilby

As the old saying, which, I frankly don't care for, goes: "If you've seen one chamber, you've seen ONE chamber (not them all).

Looking back on the last year and recalling the hundreds of conversations that I've had with chamber CEOs around the West,

it's clear that the chamber industry is experiencing all three: The Good, The Bad and The Ugly.

The Good

The number of chambers that have embraced and are living the 3Cs — being a Catalyst for business growth, a Convener of leaders and influencers to get things done, and a Champion for a thriving community — has soared and become a reality in chambers everywhere.

Many chambers have clearly stepped up during the pandemic crisis and have become THE resource and THE advocate for economic recovery.

It's clear that the "eulogy virtues" — how chambers will be remembered — have skyrocketed and have been positively enhanced many times over during the past year. As an industry, most chambers are doing the right thing and people are acknowledging this leadership.

The Bad

Chamber execs and staff professionals seem to be "running on empty" and closer to burnout than I can ever remember.

I had one chamber CEO tell me: "I'm working six days a week, 12 hours a day to try to get everything done."

My response was: "Stop it! You are no good to your chamber or, more importantly, your family if you're sick and if you keep doing what you're doing, you will get sick."

A common trait of chamber professionals seems to be an overwhelming desire to take care of

everything and everybody (except possibly themselves). Many have a VERY hard time saying NO, prioritizing and doing what's truly important.

The Ugly

The sad part is you don't have to look very far to see that many chambers are struggling. The reality may be that they were struggling before the pandemic and COVID was the last straw or the dagger in their heart.

Just like many small businesses, it looks like these chambers may never recover. Many held on to their pre-2020 business model and are sinking or have already sunk.

The truly sad part is that these chambers often are right next door to chambers that are doing well, so geography is not the reason. It's also revealing that many of these chambers and their CEOs did not invest in professional development when times were good...so they didn't have the tools or playbook to pivot appropriately and quickly when the pandemic hit.

Just as pivot was the most-used word of 2020, "light at the end of the tunnel" may be the top phrase we'll hear in 2021. While we have no clear idea what things will really look like when we get to the "end of the tunnel," one thing's obvious to me: the chamber business will have been changed dramatically by The Good, The Bad and The Ugly.

Dave Kilby is president and C.E.O. of W.A.C.E. and executive vice president of corporate affairs at the California Chamber.

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The Chairman's Circle is a special group of members that have committed to support W.A.C.E. through sponsorships. If your business would like to become a member of the Chairman's Circle, please contact Dave Kilby, W.A.C.E. president and CEO, at (916) 930-1202 or email dave.kilby@calchamber.com.

MEMBER-ONLY BENEFIT

CEO Salary Info Is a 'Priceless' Member Benefit

Chamber CEOs: Have you ever wondered how your salary and benefits package compares with other chamber execs at comparable size chambers in the West?

For our W.A.C.E. members, we can provide the answer to the above question.

"We take great pride in having excellent data to help chambers in the West and CEO salary and benefits information is one area in which our association truly excels," said W.A.C.E. President Dave Kilby.

CEO salary and benefits information is gathered annually in a confidential survey; the data received represents information from approximately 70% of our CEO members.

"According to the feedback we've received from our members, our data on CEO compensation packages is one of our most valuable member benefits," said Kilby. "This information can be 'priceless' when it comes time for contract negotiations, performance reviews and when a chamber needs to hire a new chamber CEO."

Available Upon Request

Instead of publishing and distributing a recap of all the salary information gathered, W.A.C.E. responds to requests with a customized memo for each chamber executive.

The memo, which is individualized for each request (based on your chamber's total annual income and number of members), is normally emailed to W.A.C.E. members within five working days.

Members-Only Benefit

Access to W.A.C.E. salary and benefit information is a "members-only" benefit.

Usually, chamber volunteer leaders do not have access to the salary and benefit information.

Requests from chamber volunteer leaders for a customized salary/benefits memo are denied unless the chamber chief executive has knowledge of and approves the request.

The association makes an exception to the above policy when assisting chamber CEO search committees in their efforts to have a competitive compensation package.

Staff salary and benefits information is gathered annually through a separate survey and is available with other major surveys on the "member portal" on the association's website.

If you have questions or are one of those who hasn't responded to this year's CEO salary survey, please contact Dave Kilby at (916) 930-1202 or dave.kilby@calchamber.com.



(Note: To request an individualized CEO salary memo, please email your request to dave.kilby@calchamber.com with your # of members and total annual income. It may take up to 5 working days to receive a response.)

April 5, 2021

TO: Jane Smith – Yourtown Chamber

FROM: Dave Kilby, President/CEO

RE: **CEO SALARY & BENEFITS INFO**

In reviewing our 2021 W.A.C.E. salary survey results, we had 11 chambers of comparable size to yours respond – ALL with approximately 650 members and a total annual chamber income of \$650,000.

There is a VERY wide salary range for these executives: \$75,000 - \$135,000. The average salary is **\$99,421**.

In addition to the above-mentioned salary, the majority of the execs at these chambers have the following benefits paid for by their chambers: medical insurance, dental insurance, long term disability, vision insurance, cell phone, professional development (i.e. W.A.C.E. and professional development conferences), and business-related expenses are reimbursed or covered in an expense account.

Six of these chambers also provide some sort of retirement program for their employees.

In addition to the salary and benefits described above, four of these execs received a bonus last year. The average bonus received was \$5,750.

Eight of these execs have their business-related auto travel reimbursed on a per mile basis.

Three receive an auto allowance that averages to be \$450 per month. Note: auto-related compensation/reimbursement is in addition to the regular salary listed above.

These chambers all have between 3 and 6 full-time employees (including the exec). Five also reported having at least one part-time employee on their payroll.

Hope this helps. If I can be of any further assistance, don't hesitate to call me. My direct line is (916) 930-1202.

LEADER TO LEADER

Reading Lists Explore Antiracism, Imperfection, Leadership Tools, Free Thinking, ReMembership

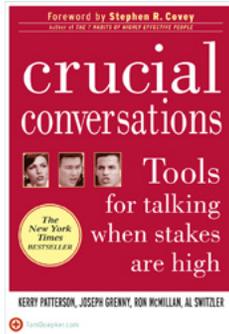
What book would you recommend your chamber colleagues read this year and why do you recommend it?



Lisa Weitzel,
IOM, CAE
President
Illinois
Association
of Chamber
of Commerce
Executives
If you read only
one business book
this year, I highly

recommend *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler.

Crucial Conversations presents a number of tools for navigating the rough seas of emotional volatility that often derails important discussions or prevents them from taking place at all. But *Crucial Conversations* goes way beyond sharing tools and their strategies. The strategies discussed are strengthened with stories that could come from anyone's life and demonstrate why people react the way they do.



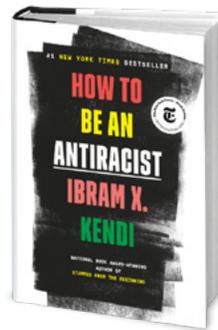
Tom Pierson,
ACE
President/CEO
Tacoma-Pierce
County (WA)
Chamber

I highly
recommend the
book *How to Be
an Antiracist* by
Ibram X. Kendi.

The author covers three major steps to becoming antiracist: Learn what racism

is and how it evolved, become aware of subtle racist ideas you might have been unknowingly supporting and weaken them, and start supporting antiracist versus racist policies.

This book has really helped me frame my perspective and helped me change my thoughts and actions. I would encourage you to have your internal team, board, volunteers walk through the book in a book study format to have discussion on how this applies to your chamber.



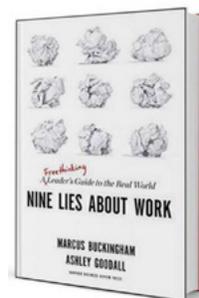
Bret
Schanzenbach
President/CEO
Carlsbad (CA)
Chamber

The book I would
recommend
everyone read
is *Nine Lies
About Work – A
Freethinking*

Leader's Guide to the Real World by Marcus Buckingham and Ashley Goodall.

This is a great book that looks beyond corporate jargon and fads and digs deeper into factors that truly make companies thrive. Great stories and examples are woven throughout.

This book tackles corporate sacred cows such as "performance reviews," "annual goal setting" and "well-rounded employees." It is so refreshing, and in some cases, surprising, to get this take on corporate culture.

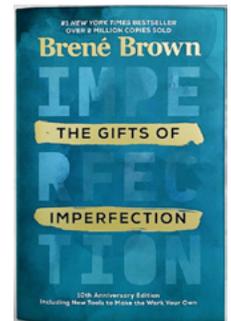


Amy Sherman
President
Northwest
Douglas
County (CO)
Chamber and
Economic
Development
Corporation

I am currently
reading (again)

The Gifts of Imperfection by Brené Brown. In the chamber of commerce and economic development industry, we often try to be everything to everyone. We work for the local jurisdiction, the business community, and the nonprofit community while raising families and trying to be good neighbors. It is draining and often we feel like we are not doing anything well.

The Gifts of Imperfection is about finding the courage to let go of who we think we are supposed to be so that we can fully embrace our authentic selves — the imperfect, the creative, the vulnerable, the powerful, the broken, and the beautiful.



**Christian Oliva
del Rio, IOM
President/CEO
Cottonwood (AZ)
Chamber**

When I read
Jennifer's email
asking for a book
recommendation,
it really got
me thinking. I

looked at my bookshelf, grabbed the first book and opened to the Preface: "Your membership development strategy is out of date." After a year like 2020, doesn't that hit the mark?

See Leader to Leader: Page 5

Leader to Leader: Reading Recommendations to Spark Fresh Thinking

From page 4

If you're reading this, you know Kyle Sexton. If you do not, you should! A good place to start is *ReMemberShip: New Thinking for Tomorrow's Membership Organization*. It is time to rethink how we do things. I have experienced some big changes over the past year, as I'm sure you all have. Rethink, Recenter and ReMemberShip, my friends!



**Kelly Hall, CCE, IOM, MSL
President/CEO
Longview (TX)
Chamber**
I'd recommend *What the Heck is EOS?* by Gino Wickman and Tom Bouwer.

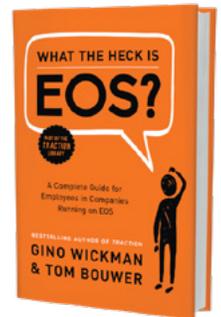
In 2019, a team member asked me to consider exploring EOS and then integrate it into our organization as the formal Entrepreneurial Operating System. As a result, I read three of Wickman's books and my favorite was *What the Heck is EOS?*

I believe there are no coincidences, but opportunities we either take or leave. Fortunately for our team, we went all-in January 2020 to solve problems, plan, prioritize, follow processes,

communicate, measure, structure, clarify roles, lead and manage.

Hmm, this may sound a little like U.S. Chamber's accreditation. YES! and EOS is an excellent tool to formalize the organizational systems many of us have in place. It is an exceptional instrument that strengthens teams, so we remain open-minded with a growth mindset.

This past year was challenging! Yet, by working through the EOS implementation process, our spirit remained upbeat and we knew together we would not be crushed. Fast forward 14 months. I can affirm, EOS works! Plus, we are better prepared for the accreditation renewal process.





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CHAMBER LEADERSHIP PODCAST

Top 10 Episodes

Rank	Title	Episode #
1	You Don't Have a Membership Problem . . .	4
2	Are There Too Many Chambers?.	29
3	How Important Is Your Title?	19
4	Leading in Times of Crisis with David May. . .	43
5	Tips to Effectively Communicate Your Chamber's Value	24
6	Programs Chambers Should Implement Featuring Chris Romer	41
7	When to Send Renewal Invoices and More with Kyle Sexton	46
8	Leveraging Your Chamber's Value with JP Moery	45
9	We're All in This Together.	44
10	What's Next for the 3Cs with Pat Patrick - Part 1	20



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Survey Says: Technology

MARCH 2021 OPINION POLL OF 210 CHAMBER EXECUTIVES



83%
use Constant
Contact for
e-newsletters

53%
redesigned
their website in
the last two
years



15%
have a
podcast

65%
use
ChamberMaster

14%
plan to change
databases

36%
use software
to manage
social media

62%
use Hootsuite
to do so

**TOP 5 SOCIAL MEDIA
PLATFORMS USED**

- 1. Facebook**
- 2. Instagram**
- 3. YouTube**
- 4. LinkedIn**
- 5. Twitter**

NOTEWORTHY

What Chambers Are Doing Around the West

Business Leaders Book Club

The **Gilbert (AZ) Chamber** is hosting a quarterly series where a business leader from their Small Business Council sponsors and hosts the reading and discussion of a business and leadership book of their choosing. This has offered members the opportunity to interact virtually while gaining professional development and growing together. A new book is chosen each quarter with meetings every Friday morning for discussion.

This event will continue as a hybrid event with the next session taking place in April. The event involves limited staff time and has generated sponsorship revenue and admission fees for the chamber.

View more details about the upcoming session at www.gilbertaz.com.

Carlsbad Chamber Launches New Job Board

The **Carlsbad (CA) Chamber** has launched a new valuable, viable, and high search engine ranking job board to connect job seekers and businesses with open positions. Posting is free for chamber members and remains a low-cost service for nonmembers. There is also the opportunity to upgrade your listing for a small fee.

This new job board offers their community ease of use and a more hyper-locally focused job search than other job postings online.

Check out the new job board at <https://carlsbad.mcjobboard.net/jobs>.

Tacoma Chamber Offering a Path to Equity, Inclusion and Anti-Racist Business Workshop

With the mission of “making South Sound the most equitable and inclusive place to do business in Washington state,” the **Tacoma-Pierce County (WA) Chamber** has created The Progress Process. This six-session interactive workshop explores organizational transformation with a lens on equity and anti-racism.



The sessions are designed to engage participants who are looking for space to discuss equity literacy and organizational development. The facilitators are experienced equity practitioners and established leaders in the public and private sectors. Participants gain knowledge and skills that will help them navigate a roadmap to practice and achieve levels of equity, inclusion and anti-racism in their businesses.

To learn more about the program, visit www.tacomachamber.org.

Grand Junction Chamber Exceeds Goal for Total Resource Campaign

With the unpredictability facing business and with the focus of continuing to be the voice of business in their community, the **Grand Junction Area (CO) Chamber** held a Total Resource Campaign at the end of 2020 to help fund chamber programming and resources in 2021.

Chamber staff, campaign chairs, board of directors and volunteers took on the challenging goal of raising \$225,000. After weeks of hard work, they were able to get 93 individual businesses to commit to sponsorship and support for 2021, 21 new businesses to join, and exceeded their monetary goal.

View an article about their efforts at www.gjchamber.org.

Are We on Your Mailing List?

Information featured each month in *Around the West* is taken from websites and chamber newsletters that W.A.C.E. receives from its

members. We try to share best practices, innovative ideas and programs from chambers working hard to be Catalysts, Conveners and Champions and make a difference in their community.

Make sure to subscribe W.A.C.E. to your mailing list, if you haven't done so already, and you may be featured in a future Insider!

Send e-newsletters to: jennifer.johnson@calchamber.com.

Send mailings to: W.A.C.E., P.O. Box 1736, Sacramento, CA 95812-1736.

Chamber Executives in the News

The **Lake Havasu Area (AZ) Chamber** has been awarded the Grow with Google Partnership Award. This new award highlights a compelling outcome by a chamber participating in the Grow with Google Partner Program to support its community and local businesses.

The **Oceanside (CA) Chamber** has been named the 2021 Local Business Person of the Year by Alignable! Alignable's contest asked community members to vote on the business they felt went above and beyond to help their community and their peers get through the COVID era.

Robert Goltz is leaving the Miramar Pembroke Pines (FL) Chamber after nine years of service and will be taking over as the executive vice president of the Key West (FL) Chamber.

After five years of service, **Katie Luna** has left the Chamber of Commerce for Greater Brawley (CA) to accept another leadership position in the community. **Ramiro Urias**, the chamber's current director of communications and marketing will step in as the interim CEO.

Daniel Sohn has been hired as the new CEO of the El Centro (CA) Chamber. The chamber is in the process of merging

with two other chambers to form the Imperial Valley (CA) Regional Chamber, which Sohn will lead.

Glenn Hamer has left the Arizona Chamber of Commerce & Industry after 14 years as its president and CEO. Hamer has relocated to Texas to become president and CEO of the Texas Association of Business. **Garrick Taylor** has taken over as interim president and CEO in Arizona while an executive search is conducted.

The U.S. Chamber of Commerce has awarded the **Fort Collins Area (CO) Chamber** with 5-Star Accreditation for its sound policies, effective organizational procedures, and positive impact on the community. This is the third time the chamber has achieved 5-Star Accreditation.

After serving nearly a decade as the Wichita (KS) Regional Chamber president and CEO, **Gary Plummer** has announced that he will be departing. Plummer has accepted the position of president and CEO at the Jefferson City Area (MO) Chamber.

The Palo Alto (CA) Chamber announced that **Judy Kleinberg** was retiring at the end of March. **Charlie Weidanz**, CEO, assumed the additional role of president.

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MEETING DATES

W.A.C.E. Events • (916) 442-2223
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W.A.C.E. Board Meeting
May 14
Tacoma, WA

W.A.C.E. Academy
August 8-11
Sacramento, CA

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