

# INSIDER

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## Fall Webinar Series Open for Registration



**Jeremy Harris, ACE**

This year’s webinar series, which is being coordinated by association Chair-Elect Jeremy Harris, ACE, president/CEO of the Long Beach Area (CA) Chamber and a task force of

W.A.C.E. Board members, includes a broad spectrum of topics that should appeal to chamber professionals from chambers throughout the West.

“Our annual webinar series has always provided valuable and timely best practices on a variety of topics and issues that we all face,” said Harris. “This year is no different and the series serves as an additional tool in our toolbox for professional development in our industry.”

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### 2021 Webinar Lineup

Although presenters were still being finalized as the *Insider* went to press, below is this year’s lineup of webinars that will all be on Wednesdays at 10 a.m. (Pacific):

- **September 15:** “The New Office Place.” The dust has finally begun to settle on a tumultuous last 18 months. Out of these ashes arises the new office place. Listen to what colleagues are doing to align with the changing needs.

- **October 6:** “Communication Tools – Including Podcasts and Social Media Tips.” Part of a chamber’s secret sauce is the community-wide perspective we have about how different businesses are solving problems and finding success. Chambers are in a unique position to curate useful information – and to tell stories from which others can learn. Learn how some of the best are using traditional and newer tools to be essential sources in their communities.

- **November 3:** “Building Your Community: Learning from Inter-City Visits.” Our challenges – and solutions – may feel unique to us, but most often others have dealt with issues similar enough that there are lessons we can learn from their experiences. Listen to how chambers are putting learning to action through inter-city visits.

- **December 1:** “Lessons Learned and What’s on the Horizon for Chambers in 2022.” What lies ahead and how chambers will position themselves for it is one of the most discussed topics around the West. Join the conversation as we will hear perspectives and insights from leaders in the industry.

### Register Today

Registration for the four-part series is \$120 for W.A.C.E. members/\$240 for nonmembers and will be available until September 8.

Pricing for individual webinars is \$60 for members and \$120 for nonmembers.

Registration is available at [www.waceonline.com/webinars](http://www.waceonline.com/webinars).

### SNAPSHOT

#### Chamber Net Promoter Score (NPS)

Historical Average:

**+39**

Range: -28 to +72

Source: W.A.C.E. Chamber Performance Surveys from 345 chambers

Register Now  
**August 8-11, 2021**  
Sacramento, California

# ACADEMY

**Registration Information Available at [waceonline.com](http://waceonline.com)**

## COMMENTARY

# Is Your Chamber Organizationally Solid?



**Dave Kilby**

I don't think it's a coincidence that the chambers of commerce that are growing, doing well financially, leading the way and soaring to success are also the ones that are organizationally solid.

So, what exactly do I mean by the term "organizationally solid"?

In order to truly be a 3C chamber (a catalyst for business growth, convener of leaders and influencers to get things done and a champion for a thriving community) that excels at being in the solutions business, a chamber needs to have its act together with its leaders knowing and adhering to the rules, understanding their roles and responsibilities, and having a true representation of the organization's finances.

## Key Documents

A short list of MUST HAVE items that a chamber CEO should be able to access at a moment's notice include:

- **IRS Determination Letter:** this is the official record of your tax-exempt status.
- **Articles of Incorporation:** gives your chamber its legal status in your state.
- **Bylaws:** establishes the ground rules of how your chamber will operate.
- **Policy and Personnel Manuals:** Outlining the policies (and often the procedures) that will guide the organization on a day-to-day basis.
- **Minutes of Board Meetings:** hopefully, the minutes report what was done, NOT what was said.
- **IRS Form 990:** this is the organization's tax return.
- **IRS Form 990T:** if applicable, this is filed if you have unrelated business income (UBI).

Putting your hands on all of the above seems like a Chamber 101 no-brainer, but sadly, every year we hear horror stories involving one or more of

the above: not filing a tax return, not adhering to or ignoring the bylaws, the Articles of Incorporation have expired or the chamber "never received" an IRS determination letter.

## Know Your Numbers

Another key element of being an organizationally solid chamber is knowing your numbers and being able to access financial and membership data such as:

- Monthly financial reports for the last five years.
- Most recent audit conducted by a CPA firm.
- Membership reports (preferably monthly).

ALL chamber CEOs should be able to quickly access all the above and, frankly, might want to conduct a quick organizational check-up.

I think it's especially important for all new execs to pull these together as an organizational foundation to give them a clear understanding of their chamber.

Trust me...nobody wants a surprise with ANY of the above. A word to the wise — take some time soon, complete this homework assignment and pull these documents and info together. It'll be well worth the time and peace of mind knowing you've moved your chamber one step closer to being organizationally solid.

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

## 2020-2021 W.A.C.E. OFFICERS

### Chair of the Board

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## Chairman's Circle

### Gold Members

- CalChamber
- Citslinc International, Inc.
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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](mailto:dave.kilby@calchamber.com).

## LEADER TO LEADER

# Best Chamber Board Members Devote Time, Passion, Care; Commit to Organization Success

*What traits do you believe are required in an excellent chamber board member?*



**Janet Steele,**  
ACE, IOM  
President  
Albany Area  
(OR) Chamber

First, are they respected in the community as a positive decision maker. Next, are they someone

committed to the chamber mission and what your chamber goals are. Then they need to be willing to give of their time, talent, personal and professional resources to help the chamber succeed. In some ways it's like the 3 C's: do they have the connections, can they help us convene the right people to the cause, and will they help us be a catalyst to get things done.



**Alicia Main**  
Executive  
Director  
Carson Valley  
(NV) Chamber

The most effective board members have a number of great traits. First, they must have a vision and make

decisions toward that vision. This doesn't mean action; rather, they must set the direction for the rest to follow. Without decision, there can be no action.

Second, they must collaborate and communicate. Their most effective, long-lasting visions were developed with discussion and collaboration with others: board members, chamber members, staff, agency partners and the public.

Board members who are willing to listen and share their opinions in a positive, friendly manner, engaging others in a way which fosters solutions and compromise, are the most effective.



**Jeremy Harris,**  
ACE, IOM  
President/CEO  
Long Beach Area  
(CA) Chamber

Many chamber executives want a board member that represents the 3T's. A board member that has

the Time, Talent, and Treasure to support the mission of the chamber. If one adheres to the 3T's, it's a good start. However, the traits of an excellent chamber board member should include:

- Good character. The board member has in mind the best interest of the organization as they conduct themselves.
- Passion. The board member shows passion and a strong commitment for the chamber's mission and goals.
- Unabashed. When supporting the chamber's advocacy efforts and leadership. Not always a popular one, but one that is needed when tackling the tough issues of the day while representing the interests of business with government.



**Cyndi Vos, MEd**  
CEO  
Lethbridge (AB)  
Chamber

A good board begins with a clear outline of the governance model and best practice standards.

- Be Prepared. Directors who show up to meetings with a thorough understanding of the agenda, documents and committee summaries, with questions both prepared and researched, create strategic discussions.

- Be Ready to Communicate. Members who hold strong communication skills, hold good resolution skills, and can work through

conflict swiftly and positively. Remember to support board decisions as well as the professional staff that you, as a board member, have hired to serve the organization.

- Show Strong Integrity. Board members should be invested in service and remember that the primary obligation is stewardship of the organization. Board discussions are confidential, and each member should always manifest discretion and show support of decisions of the board when speaking on behalf of the organization.

- Trust Your Peers and Your Chamber's Goals. Share your expertise and believe in the mission statement.



**Bill Marcum**  
CEO  
Kelso Longview  
(WA) Chamber

I am looking for someone who is engaged with the chamber already — meaning they are on a committee,

ambassador, education, government affairs, etc.

If they are engaged at that level, they generally make a great board member. They already understand the value the chamber brings to the business community. They attend events, meetings, work parties; they are engaged. Adding them to the board does not change their current engagement and adds active engaged members to the board.

We currently have five board members that have all come from various committees, of which they took on leadership roles. This made an easy transition to the board of directors of the Kelso Longview Chamber of Commerce. And you might be wondering, which board members attend nearly every event we have...yes, those five. Engaged!

*See Leader to Leader: Page 5*

## MEMBER TESTIMONIALS ON W.A.C.E. PROGRAMS



**CEO Salary and Benefits Survey** “I continue to utilize the W.A.C.E. CEO Salary Survey every year. It is a great point of reference not only for me professionally, but for my Executive Committee to look over to know where we are as an organization. The amount of time and work this saves me is valuable, and I appreciate W.A.C.E. for taking the initiative to help us as a profession.”

**Tony Moline, President and Chief Executive Officer, Cedar Park (TX) Chamber**

**W.A.C.E. Resource Library** “The Resource Library has changed my work life. Thinking about a new policy? They have a handful of samples. Need a job description? Pick and pull from a dozen. I go to the Resource Library whenever I consider updating, implementing, or making changes. You should too!”

**Heidi McCutcheon, President/CEO, Shelton-Mason County (WA) Chamber**



**Chamber Leadership Podcast** “The W.A.C.E. Podcast has become a go-to for me when I want to learn on the move. Dave keeps the conversation moving and I’m always impressed with the diversity and expertise of our chamber community. Collaboration and learning from others, then adapting those lessons to our chamber and community are the lifeblood of our work and this podcast supports that in a big way.”

**Erik Williams, Director of Community Development, Vail Valley (CO) Partnership**

**‘The Chamber Is’ Ad Wizard** “The Ad Wizard has given the Havasu Chamber an opportunity to promote our value proposition through professionally styled ads. We are a small chamber, and there just aren’t always funds for marketing. We can use the Ad Wizard to create relevant messaging using our own photos for a very small fee. The Ad Wizard is an awesome benefit of belonging to W.A.C.E.”

**Lisa Krueger, ACE, President/CEO, Lake Havasu Area (AZ) Chamber**



**Chamber Performance Survey** “Every organization needs a scorecard to help it know how it is delivering on key metrics and expectations. The W.A.C.E. Chamber Performance Survey provides chamber staff and boards with great, high-level benchmarking both against member (and prospective member) expectations and other chambers. We have found that a combination of the W.A.C.E. survey and relevant internal performance data has allowed our leadership to make important decisions about our programming and direction as an organization.”

**Glenn Morris, ACE, President and CEO, Santa Maria Valley (CA) Chamber**

## W.A.C.E. ACADEMY

## Foundation Announces Academy Scholarship Recipients

The W.A.C.E. Foundation Board recently announced that the following 20 chamber chief executives and staff professionals will receive scholarships in the amount of \$500 each to assist with their registration for Academy, which will be held in Sacramento from August 8–11.

### Scholarship Recipients

This year's scholarship recipients are:

- Dawn Argula, Livermore Valley (CA) Chamber;
- Carolyn Bopp, San Rafael (CA) Chamber;
- Trish Christensen, Modesto (CA) Chamber;
- Josh Cross, Atascadero (CA) Chamber;
- Lisa Farquharson, The Dalles Area (OR) Chamber;
- Hana Gilbert, Oceanside (CA) Chamber;
- Kyle Lang, Canby Area (OR) Chamber;

- Natalie Leighton, Long Beach Area (CA) Chamber;
- Judy Lloyd, Danville (CA) Chamber;
- Kathleen McNary, Carlsbad (CA) Chamber;
- Jesse Miles, McKinleyville (CA) Chamber;
- Michael "Myke" Munroe, Murrieta/Wildomar (CA) Chamber;
- Jessica Penman, Yountville (CA) Chamber;
- Kaelyn Peterson, Greater Bakersfield (CA) Chamber;
- C.J. Rhyne, Grand Junction Area (CO) Chamber;
- Jena Rodriguez, Visalia (CA) Chamber;
- Andrew Sall, Greater Riverside (CA) Chambers;
- Crystal Sayphraraj, Brea (CA) Chamber;
- Molly Schiff, Santa Maria Valley (CA) Chamber;

- Stephanie Vervaart, Burlington (WA) Chamber.

### 2022 Conference Plans

The Foundation, which has generously awarded scholarships annually for Academy since 2003, also plans to offer scholarships and help fund speakers for the 2022 annual conference on February 2–4 in Glendale, AZ.

Applications for scholarships to the annual conference will be available in mid-September.

Historically, the vast majority of the funds for the Foundation have been raised at the annual conference through an opportunity drawing and an auction.

## Leader to Leader

From page 3



**Sherry Ratcliffe Taylor**  
President/CEO  
Mason Deerfield (OH) Chamber

- Sitting at the intersection of graciousness and impact.

The best board members

I have ever had the privilege of working with have sat squarely at the intersection of wanting to do meaningful work and giving their all to achieve it. This means board members find their way to give time, talents, and treasure for the greater good, and not settling for less.

- Micromanagement is not an option.

The best board members dig deep to understand their role of providing leadership to the organization without managing the organization. It's a gift that not all people understand.

- Claiming the position of being the chamber.

Many businesses think of the chamber as the staff. The best board members know they are the chamber, they own the position, and that garnering interest of other fellow business members assists in strengthening networks.

# Survey Says...

Download the full 2021  
Staff Salary/Benefit  
Survey Report on the  
members-only page at  
[www.waceonline.com](http://www.waceonline.com).



## NOTEWORTHY

# What Chambers Are Doing Around the West

With the pandemic and resulting shutdown, chambers have had to become creative in how they tell their story and communicate to their community and members. One available option is through podcasts. Podcasts are more popular than ever before, which has led to increased accessibility and more user-friendly software and hosting platforms. Podcasts DO involve planning, equipment and some technical knowledge, but as you will see from this month's examples, there are a variety of ways to tackle these challenges. The following are some of our members who currently have chamber podcasts:

## Oceanside (CA) Chamber – Advancing Oceanside

Hosts business and community leaders from all industries to help inform, better educate and ultimately advocate for a prosperous, economic climate in Oceanside. Each episode features an industry leader who focuses on current topics influencing, not only Oceanside, but all of North County. Integrates video and audio. [www.oceansidechamber.com/advancing-oceanside-podcast.html](http://www.oceansidechamber.com/advancing-oceanside-podcast.html)

## Billings (MT) Chamber – ChamberCast

Podcast features experts and people on the ground talking about the local economy, chamber issues, diversity, entrepreneurship, leadership development, tourism, elected officials and a variety of issues that have an impact on everyone in Billings. Bimonthly episodes released on Wednesdays. [www.billingschamber.com/chambercast/](http://www.billingschamber.com/chambercast/)

## Chamber of Commerce Hawaii – Voice of Business

Conversations with Hawaii's business community. Hosted by Jo McGarry, this podcast tells the story of business in Hawaii, and addresses the challenges of adapting to an ever-changing economy. The podcast also serves as a valuable resource to anyone looking to grow their business or hear the inside story of some of Hawaii's most influential employers. Podcast episodes range from 15–20 minutes and are released weekly. [www.co-hawaii.org/podcast/](http://www.co-hawaii.org/podcast/)

## Wichita (KS) Regional Chamber – Business Accelerator

This podcast is devoted to supporting and learning from area business owners. Episodes in the series focus on hearing from local business owners about their experiences owning and operating companies in Wichita. Don Sherman (community affairs) and Ebony Clemons-Ajibolade (economic development) from Every co-host the podcast, which features business owners and managers from a variety of industries. Episodes are released weekly on Wednesdays. [www.wichitachamber.org/aboutchamber/business-accelerator-podcast/](http://www.wichitachamber.org/aboutchamber/business-accelerator-podcast/)

## Lufkin-Angelina County (TX) Chamber – Chamber Connect

The Chamber Connect Podcast is all about connecting local business to community. Each episode features an interview with East Texas business owners and community leaders. With each interview, the podcast uncovers valuable insights from the community's most successful leaders. What's their story? What type of advice can they provide for others about success in the community? What's their favorite book? And much, much, more. Episodes are released weekly and podcast sponsorships are available. [www.lufkintexas.org/main/podcast/](http://www.lufkintexas.org/main/podcast/)

## Arvada (CO) Chamber – W.I.N. (What's Important Now)

Episodes feature business and community leaders with timely updates and advice to help Arvada businesses and nonprofits thrive. Episodes are released 1–2 times a month and run 9–15 minutes. [www.arvadachamber.org/whats-important-now-podcast/](http://www.arvadachamber.org/whats-important-now-podcast/)

## Mesa (AZ) Chamber – Inside Business

Podcast is used to promote chamber's members, discuss business trends and share success in business. Episodes are released frequently and run 10–20 minutes. [mesachamber.podbean.com](http://mesachamber.podbean.com)

## Lubbock (TX) Chamber – Voice of Business

The Voice of Business podcast discusses key issues emanating from city hall, the

state capitol, and Washington D.C. Podcast hosts interview local stakeholders and share how the chamber is engaging on issues that affect the business community. The podcast is hosted by the chamber president/CEO and vice president of government relations. Episodes are weekly and tend to run 10–20 minutes. [www.anchor.fm/voiceofbusiness](http://www.anchor.fm/voiceofbusiness)

## Manhattan Beach (CA) Chamber – MB 360

The South Bay Show and the Manhattan Beach Chamber come together to bring listeners the Manhattan Beach 360 Radio Show. Each episode features active chamber members who are trailblazers in the Manhattan Beach community sharing compelling stories, information, and updates about their practice. Episodes are hosted by a local radio show host and the chamber president/CEO. Episodes are released weekly on Fridays and broadcast on a local radio station and last about an hour. [www.manhattanbeachchamber.com/radioshow/](http://www.manhattanbeachchamber.com/radioshow/)

## Scottsdale Area (AZ) Chamber – Scottsdale Chamber Podcast

Episodes feature Scottsdale Chamber business leaders, events, and everything Scottsdale! Hosted by "The Mayor" Dave Pratt, a local resident and member of the Arizona Broadcasters Hall of Fame. Episodes are released monthly and run 24–31 minutes. [www.scottsdalechamber.com/members/sacc-podcast/](http://www.scottsdalechamber.com/members/sacc-podcast/)

## 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](mailto:jennifer.johnson@calchamber.com).

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

## Chamber Executives in the News

**Douglass Wilhoit**, CEO of the Greater Stockton (CA) Chamber, has announced his retirement after 22 years of service.

**Timm Quinn** will serve as interim CEO starting in late July.

After 32 years leading the Wickenburg (AZ) Chamber, **Julie Brooks** has announced her retirement. **Sheila Goode**, office coordinator, will take over as executive director/CEO in August.

**Pam Bales**, president/CEO of the West Metro (CO) Chamber, has announced her retirement after leading the chamber for

six years. **Madison MacDonald**, director of marketing and communications, will serve as interim president while a search is conducted for Bales' successor.

**Jim Johnson** has been hired as the new president/CEO of the Pearland (TX) Chamber. Johnson most recently served as president/CEO of the Georgetown (TX) Chamber and succeeds **Carol Artz-Bucek**, who retired after 18 years.

The Greater Coachella Valley (CA) Chamber has announced **Emily Falappino** will be its new president/CEO.

Falappino served as president/CEO of the Temecula Valley (CA) Chamber for two years.

With the resignation of Falappino, the Temecula Valley (CA) Chamber has named **Brooke Nunn** as interim CEO while conducting an executive search. Nunn has been with the chamber for 10 years and most recently served as the events director.

### In Memoriam

**Ed Stolmaker**, former CEO of the Marana (AZ) Chamber, has passed away. Stolmaker led the chamber for 15 years before retiring a few years ago.



Thank you to our Sustaining Members for your continued membership and support!

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

Academy-Plus  
 August 9–10  
 Sacramento, CA

#### W.A.C.E. Fall Webinar Series

- September 15: The New Office Place
- October 6: Communication Tools — Including Podcasts and Social Media Tips
- November 3: Building Your Community: Learning from Inter-City Visits
- December 1: Lessons Learned and What's on the Horizon for Chambers in 2022

### OTHER EVENTS

Arizona Chamber Executives  
 Annual Conference  
 September 8–10  
 Tucson, AZ  
[www.arizonachamberexecs.com](http://www.arizonachamberexecs.com)