



INSIDER

www.waceonline.com

Special Thanks to 2022 Conference Sponsors



Just as sponsorships are the key to so many local chamber events, the same is true for the annual W.A.C.E. conference.

With many conference costs increasing at a rapid rate, it's only through the generous support of our sponsors that the association avoided a significant price hike, the conference registration price did NOT increase and we're able to provide one of the association's best conference programs ever.

W.A.C.E. Foundation

Leading the way once again this year as a major sponsor is the W.A.C.E. Foundation.

In addition to providing 20 scholarships to assist with conference registration, the Foundation once again agreed to sponsor several general session speakers for the conference.

For many years, the Foundation has decided to provide a tangible benefit to ALL conference attendees by sponsoring speakers and the same is true this year. It's only because of the generous

support of the Foundation that the conference committee was able to secure the outstanding speaker line-up for the conference in Glendale, AZ.

Conference attendees are reminded to generously support the Foundation fundraising efforts. EVERYONE benefits!

Arizona

Thanks to W.A.C.E. members in Arizona with Robert Heidt, the president/CEO of the Glendale Chamber, and Todd Sanders, the president/CEO of the Greater Phoenix Chamber, the conference has received generous support from so many sponsors from their state:

- Arizona Chamber Executives — conference mobile app sponsor.
- The Arizona Commerce Authority — conference bag sponsor.
- City of Glendale.
- Visit Glendale/Glendale Convention & Visitors Bureau.
- APS.
- Salt River Project.
- Arizona State University (ASU).

In addition to those listed above, the groups and companies below round out the current list of 2022 conference sponsors:

Gold Sponsors

- CalChamber.

Silver Sponsors

- Association of Chamber of Commerce Executives (ACCE).
- Chamber Discoveries.
- Greater Irvine (CA) Chamber.
- Growth Zone/Chamber Master.
- Visit Billings — our mask sponsor.

Bronze Sponsors

- Billings (MT) Chamber.
- Long Beach Area (CA) Chamber.
- Rancho Mirage (CA) Chamber.
- Santa Maria Valley (CA) Chamber.
- Vail Valley (CO) Partnership.

Chairman's Circle Members

The association's Chairman's Circle members also are financially assisting the conference:

- CalChamber.
- Citilinc International.
- Indus Travel.
- MemberClicks.

W.A.C.E. members are reminded that the financial support of this year's sponsors REALLY does make a difference! Let's make sure that we all remember to say thank you when you see them in February!

NOTE: The list of sponsors mentioned in this article was current as of December 29, 2021.

Foundation Announces Scholarship Recipients

The W.A.C.E. Foundation Board is pleased to announce that the following 20 chamber chief executive and staff professional members will receive scholarships in the amount of \$500 each to assist with their registration for the 2022 W.A.C.E. Conference in Glendale, AZ on February 2-4.

This year's scholarship recipients are:

- Scott Alevy, Laguna Niguel (CA)

Chamber;

- Monica Alvarez, Culver City (CA)

Chamber;

- Jovie Baclayon, West Ventura

County (CA) Business Alliance;

- Jessica Bohon, Healdsburg (CA)

Chamber;

- Heather Estrada, Murrieta/

Wildomar (CA) Chamber;

See Foundation: Page 7

COMMENTARY	2
PATHWAY	3
GUEST COMMENTARY.....	4
LEADER TO LEADER	5
AROUND THE WEST	6
CHAMBER EXECUTIVES IN THE NEWS.....	7
MEETING DATES	7

COMMENTARY

Does Your Chamber Have the Board It Needs?



Dave Kilby

their boards of directors.

When you look at common denominators of the chambers that have been soaring during the crazy, whitewater times we're in, one ingredient that stands out is: they have excellent leadership on

Since March 2020, many execs have admitted to me that the problem at their chamber is "we don't have the right kind of leaders on our board to take the chamber where we need to go."

Peak Performing Board

What are the ingredients of a peak performing board?

Let me try to list some that you want around your board table vs. those you don't:

- **Mission driven** NOT micro-managing.
- **Engaged and energized** NOT resume builders, who rarely show up.
- **Willing to risk** NOT risk averse.
- **Can make decisions quickly** NOT bureaucratic and studying things to death.
- **Change oriented** NOT protectors of the past, who are tradition oriented.
- **Data driven** NOT just listening to opinions and anecdotes.
- **Targeted & focused** NOT "all over the map, trying to be all things to all people."
- **Diverse** NOT a clique of "good old boys."
- **Successful business leaders** NOT a group of "second or third stringers."
- **Strategic** NOT tactical.

• **Regional**, big picture visionaries NOT parochial.

• **Clear understanding of roles and responsibilities** NOT "just winging it."

When I present at Chamber Leaders Workshops and go over the "ABCs of a Successful Chamber," discussing the above is a major component of the program's content.

I believe that our job at W.A.C.E. is to help you succeed at your job as a chamber professional.

Critical to Success

However, one of the things that is out of our control is deciding who is "on the bus" and a member of your board. There's no doubt about it: the decisions of your nominating committee, which, I add, MUST be made with input from the chamber's chief executive officer, are critical to the success of the chamber.

If your current board members and future candidates embrace and embody the words and phrases in bold above, then, in my opinion, you're definitely on the right track to soar to success.

Best wishes for a great year ahead!

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

Chris Romer, ACE

Vail Valley (CO) Partnership
(970) 476-1000 • cromer@visitvailvalley.com

Chair-Elect

Jeremy Harris, ACE

Long Beach Area (CA) Chamber
(562) 436-1251 • jharris@lbchamber.com

Vice Chair

John Brewer

Billings (MT) Chamber
(406) 245-4111 • john@billingschamber.com

Vice Chair

Mary Beth Sewald

Vegas (NV) Chamber
(702) 641-5822 • mbsewald@lvchamber.com

Vice Chair

Kami Welch

Arvada (CO) Chamber
(303) 424-0313 • kami@arvadachamber.org

Vice Chair

Gail Zurek, ACE

Visalia (CA) Chamber
(559) 734-5876 • gail@visaliachamber.org

Immediate Past Chair

Glenn Morris, ACE

Santa Maria Valley (CA) Chamber
(805) 925-2403 • glenn@santamaria.com

Published by: Western Association of Chamber Executives, P.O. Box 1736, Sacramento, CA 95812-1736 (916) 442-2223, Fax (916) 444-6685.
Website: www.waceonline.com
Opinions expressed in articles are those of the author and not W.A.C.E.

facebook

Visit Us on Facebook!

facebook.com/WACEPAGE

Chairman's Circle

Gold Members

- CalChamber
- Citslinc International, Inc.
- Indus Travel Inc.
- MemberClicks

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.



2022 W.A.C.E. CONFERENCE A "PATHWAY" FROM RELEVANT TO ESSENTIAL

WEDNESDAY, FEBRUARY 2

Afternoon Breakouts

**Connections Lunch,
Whitewater Roundtables,
Awards & Life Memberships**



Registration

**Lee Rubin
"Build An Extraordinary Team"**

Reception With Exhibitors

THURSDAY, FEBRUARY 3

**Libby Spears
"Meet Me Around The Campfire"**



Business Session & Awards



**William B. Henry
"Help Wanted:
Diversity, Equity & Inclusion"**

Morning Breakouts

**Luncheon with
Suzanne Clark & Awards**



**Afternoon Breakouts
Celebration Party**

FRIDAY, FEBRUARY 4



**Casey Steinbacher
"From Relevant To Essential"**

**Jeff Tippett
"Power Of Persuasion:
Unleashing Your Superpower"**



"Ted Talks"

Academy Graduation

Conference Adjourns

GUEST COMMENTARY

Do Your Chamber Leaders Really Know What You Do?



Keith Woods

Northern California).

If this news elicits a “so what” from most W.A.C.E. members, I can certainly understand. But something happened during the process of announcing my retirement plans to our officers, and then helping them with the search for a new CEO, that might be of interest and help to you.

Request for Job Description

When I alerted them early last year to my retirement plans, one of the things they asked for was a thorough updated job description of what I do as CEO so they could share it with candidates for the job. They didn’t want just a general overview — they wanted specific examples of every-

I hung up my briefcase at the end of December after 20 years as the chief executive officer at the North Coast Builders Exchange (a 1,000+-member contractors association in

thing that my executive position entails, including the major tasks as well as the minutiae that takes up time most days.

I put together the list and — just like it would be for most W.A.C.E. executives — it was a lengthy one when everything was factored in, from managing staff, to coordinating board meetings, to dealing with the media and local elected officials, to handling calls, unannounced visits from members, and dozens of other small and large tasks.

Unexpected Response

I didn’t expect the response I got from our officers. “We had NO idea of all that goes into your job,” was the first and strongest reaction I got. “We see you at board meetings and at special events — and we know you’re busy — but we never thought about all the things that go into a nonprofit association executive’s position,” they said.

My initial response was to be irritated with them for not realizing that before. Then I actually did get irritated, but not at them — at myself. If the leaders of the organization didn’t fully understand and appreciate what a nonprofit management

executive does for their organization and its members, then that was my fault, not theirs.

Mistake to Avoid

The lesson I’m hoping to impart to my W.A.C.E. executive friends is to make sure that periodically, like maybe at board retreats or during your annual performance review with the leadership, you spell out very clearly all that your job entails.

It doesn’t need to be done in a way that comes across like you’re trying to impress them or, conversely, that you’re complaining about how hard the job is. You are simply ensuring that they fully understand what your role as chief executive involves.

I look back at my career in chamber management prior to my work now in association management and I realize that I rarely took the time to make sure the bosses knew exactly what I was doing, and why. In hindsight, it was a mistake, and I should have been doing that on a regular basis.

I hope you don’t make that same mistake yourself.

Keith Woods is a W.A.C.E. Life Member and recently retired CEO of the North Coast (CA) Builders Exchange.

Conference Offers Chance to Reconnect in Person with Peers



Janet Steele, ACE

ever this year has in store for us, we’ll be in it together.

West Coast View

As you know, out here on the West Coast, things look a little different than the rest of the country. Mandates and masks are still the rule of the day, with many people still unsure if they should attend programs or events, or for some, even go

Happy New Year!

It’s here, the new year we’ve all been waiting for! We have new hopes, new dreams, new expectations for a happy, healthy and abundant 2022. It’s good to know that what-

out to a restaurant or see friends. All of which makes going to the W.A.C.E. conference in Glendale even more enticing!

The last time I saw my peers in person was in February 2020 in Portland. We had no idea that a month later the world would shut down and send everyone home, and that all of us would accumulate an overabundance of masks and hand sanitizer.

Maybe someday we will be burning those masks, similar to what they did in the ‘60s to another item of clothing women didn’t want to wear....

Reconnecting

All kidding aside, I am really looking forward to reconnecting with all of you at the conference. The conference committee has lined up some all-star guest speakers to help us reenergize, and the breakouts will be especially useful as we continue to move forward and do amazing work on

behalf of our members.

And we all know getting together with friends who do what you do is invaluable. The conference will really help us Be Ready for What’s Next!

Wish for New Year

In closing here is my wish for the coming year.

My wish is that you are able to dream big, yet be satisfied with the simple blessings that come your way. May you, your friends and family enjoy good health and enjoy reconnecting with those you’ve been waiting to see.

I look forward to seeing you at the Renaissance Phoenix Glendale Hotel & Spa in Glendale, AZ!

Janet Steele, ACE, is president of the Albany Area (OR) Chamber.

LEADER TO LEADER

Chambers Look Forward to Continued Influence, Showing Why They're Essential to Businesses

What is your outlook for 2022? Will it be the best of times, the worst of times, or maybe BOTH as Charles Dickens said in "Tale of Two Cities"?



Brittany Quick-Warner
President/CEO
Eugene Area (OR)
Chamber

I think 2022 is going to be the definition of — it is what you make of it. I think if we are able to

stay focused on the goals we have for our community, we can figure out a way to make those happen regardless of the pandemic or economic conditions, really. Trying to recognize that we have to lean into the things we can control and stay flexible for the things we can't.



Colin Diaz, IOM
President/CEO
Culver City (CA)
Chamber

I think that answer will largely be tied to the work the chamber has done in the past 12+ months and the state they are in.

Having said that, we are expecting the best of times.

We have arguably the largest audience and influence in our chamber's history as a result of the work and leadership we've shown in Culver City and the region during the pandemic.

Combining that with our board retreat and strategic planning to moving our work from relevant to essential, we are poised to move the needle on some of the most pressing issues in our city in a collaborative way that has never been experienced by residents or businesses alike.



Josh Driskell, IOM
President/CEO
Jenks (OK)
Chamber

2022 will have its challenges. But as we saw in 2020 and this year, chambers of commerce can

overcome those challenges and thrive if they're willing to do the work and to try new approaches.

The most important work we do isn't necessarily cramming people in a room. Where we really shine is when the chips are down and we need to help businesses and our communities solve problems: workforce, legislative issues, explaining how PPP, etc. works.

I remain optimistic that, despite the challenges 2022 will offer, chambers can and will overcome.



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

I think the first quarter is going to be a challenge... inflation, supply shortages, COVID variants and

mandates by government.

As we move further into 2022, I believe that the chamber has an opportunity to own small business. Those who did work for small businesses during the pandemic should be ready to move forward with owning this lane, accelerators, incubations, trainings, etc.



Casey Steinbacher
Founder
Finding Next, LLC

Best of times... because even if we have health and economic issues (which is highly likely), chambers will continue to cement their

essential status.

twitter 

FOLLOW W.A.C.E.
PRESIDENT DAVE KILBY
@DaveKilbyWACE

<http://twitter.com/DaveKilbyWACE>

NOTEWORTHY

What Chambers Are Doing Around the West

Tacoma-Pierce County Chamber Helps Accelerate Businesses

The Tacoma-Pierce County (WA) Chamber has partnered with Pierce County Economic Development to launch the Pierce County Business Accelerator to serve entrepreneurs and business owners throughout Pierce County with a focus on BIPOC (Black, Indigenous, and People of Color) veteran, and women-owned businesses to help foster innovation and create wealth-building opportunities.

Applicants are evaluated to be placed in a cohort where they will receive access to training, coaching, technical assistance, networking support and upon completion will receive access to potential funding options, matching grant resources up to \$10,000, commercial rent stipend for one year up to \$500/month and coaching/mentorship.

The program is funded through an allocation from the American Rescue Plan Act and the chamber is the administrator of the program.

For more details, visit <https://www.pcba.biz/>.

Billings Launches Be Kind Campaign

The Billings (MT) Chamber has joined with Visit Billings to launch a Be Kind Campaign to remind people that kindness matters and to support employees at Billings area businesses who may be working under challenging circumstances, including staff shortages or longer shifts, to help keep businesses open.

The campaign provides a downloadable Be Kind Toolkit, which includes posters, flyers and social media posts stressing the importance of kindness and offering information on various local and national mental health resources.

Learn more and view the toolkit at <https://www.visitbillings.com/covid-19>.

Irwindale Encourages Support of Local Non-Profits

In the spirit of giving and to spread holiday cheer while giving back to the non-profit community, the Irwindale (CA)

Chamber has added a Support Local Non-Profits page to their website. The page provides the opportunity for community members to get to know local non-profits with descriptions, logos and links to their webpages and features their wish lists for the year ranging from paper products, toner and toiletries, to \$5 gift cards and new socks. The page is regularly updated as more non-profits provide their list of needs.

View the page at <https://www.irwindalechamber.org/support-local-non-profits>.

many topics and then posed questions and provided feedback to the students.

For additional information, please contact tjetui@cochawaii.org.

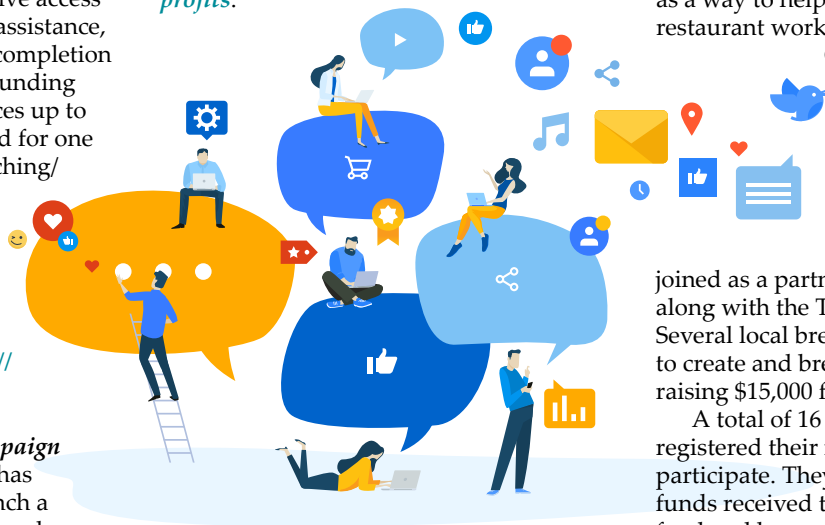
Tahoe Chamber Partners to Help Food and Beverage Workers

The Tahoe (CA) Chamber was pleased to manage fund distribution in the amount of \$70,960 raised by donors who contributed to the Tahoe Together Caldor Fire relief fund. The fundraiser was conceived by two local breweries as a way to help local brewery and restaurant workers impacted when the

Caldor Fire triggered the evacuation of nearly all the South Shore and businesses had to close, losing revenue from the normally busy Labor Day holiday weekend.

The Tahoe Chamber joined as a partner in the relief effort, along with the Tahoe Prosperity Center. Several local breweries joined together to create and brew Tahoe Together IPA, raising \$15,000 for the cause.

A total of 16 restaurants and breweries registered their impacted employees to participate. They are now distributing the funds received to the hundreds of eligible food and beverage workers.



Hawaii Young Professionals Hold First Thinkubator Summit

The Chamber of Commerce Hawaii held its first-ever Young Professionals (YP) High School Mentoring Thinkubator Summit. The virtual event showcased solutions to industry challenges from high school students mentored by Chamber YPs.

Examples of the questions posed to students include: "How can we increase health literacy relating to breast cancer in ESL [English as a second language] communities?" and "What can businesses do to help people get back into the labor market?"

Students from four local high schools met with their mentors twice a month to think through and determine these industry challenges and solutions. At the event, chamber members heard about the

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

ACCE honored 40 of the chamber industry's top emerging leaders who have demonstrated success in their careers and made significant contributions to the communities they serve. W.A.C.E. members who were honored include: **Dan Brooks**, Billings (MT) Chamber; **Maren Cerimele**, Vail Valley (CO) Partnership; **Josh Driskell**, Jenks (OK) Chamber; **Kyle Jacobson**, Lubbock (TX) Chamber; **Jim Johnson**, Pearland (TX) Chamber; and **Brittany Quick-Warner**, Eugene Area (OR) Chamber.

Mike Glover has been named CEO of the Tahoe (CA) Chamber. Glover previously led the Hood River (OR) Chamber and VisitBend. Glover replaces **Steve Teshara**, who will remain on staff as the government affairs and legislative advisor.

The Salinas Valley (CA) Chamber has announced that **Steve McShane** has been appointed interim president/CEO. McShane previously owned McShane's Landscape Supply. McShane succeeds **Paul Farmer**,

who resigned after successfully leading the organization for the past decade.

Christina Davis has announced she will be leaving the LAX Coastal Area (CA) Chamber to lead the Gateway Los Angeles Property Business Improvement District. The chamber has announced that **Chad Maender**, the current vice president of membership, will be taking over as the new president/CEO.

The Morgan Hill (CA) Chamber has promoted **Nick Gaich** to president/CEO. Gaich previously served the chamber as chief operating officer. Gaich was preceded by **Brittney Sherman**, who left the chamber to become the economic development coordinator for the city of Morgan Hill.

Jenny MacMurdo has announced she will be leaving the Carmel (CA) Chamber to take over the position of president for the Pacific Grove (CA) Chamber. A search is underway for her replacement at the Carmel Chamber.

Brad Hicks has been named 2022 Jobs

Champion by Oregon Business & Industry in recognition of his decades of work on behalf of employers in the region, supporting and helping them navigate regulatory issues, shifts in the region's economy resulting from changing federal and state policies, recessions, natural disasters, and, of course, the global pandemic.

MEETING DATES

W.A.C.E. Events • (916) 442-2223

www.waceonline.com

W.A.C.E. Annual Conference

February 2-4, 2022

Renaissance Phoenix Glendale
Hotel & Spa
Glendale, AZ

W.A.C.E. Academy

July 31-August 3

Hyatt Regency
Sacramento, CA



CalChamber
CALIFORNIA CHAMBER OF COMMERCE

The CalChamber and Local Chambers

Resale Partner Program

California businesses face increasing demands to comply with labor laws. The CalChamber Resale Partner Program makes it easy for local chambers to help their members comply with California and federal labor laws, avoiding fines and penalties.

Join the team today!
Call Jennifer Johnson (916) 444-660 ext. 241, jennifer.johnson@calchamber.com

Foundation Announces Scholarship Recipients

From Page 1

- Pam Garcia, Rancho Cordova (CA) Chamber;
- Deanna Largent, Puyallup Sumner (WA) Chamber;
- Jessica Love, Tigard (OR) Chamber;
- Margaret Manzo, Pleasant Hill (CA) Chamber;
- Katie McClintock, Seaside (OR) Chamber;
- Kim Menosky, Prescott Valley (AZ) Chamber;
- Myke Munroe, Murrieta/Wildomar (CA) Chamber;
- Courtney Nakagawa, Greater Irvine (CA) Chamber;
- Kimberly Niebla, Murrieta/Wildomar (CA) Chamber;
- Brian Owen, Seaside (OR) Chamber;
- Elle Prax, Tahoe (NV) Chamber;
- Tamra Spade, Tracy (CA) Chamber;
- Katey Swann, Prescott Valley (AZ) Chamber;
- Patty Villeneuve, Carefree Cave Creek (AZ) Chamber;
- Tracy Yannotti, Greater Irvine (CA) Chamber.