

INSIDER

www.waceonline.com

Member-Get-a-Member – Now’s the Time



The association’s Board of Directors is bringing back the “member-get-a-member” campaign and asking that you share W.A.C.E. with your co-workers, neighboring chamber execs and vendor companies.

“We believe that our industry would be better off if more chamber executives and staff professionals were members of our association,” said Jeremy Harris, ACE, IOM, president and CEO of the Long Beach Area Chamber and chair of the W.A.C.E. Board. “I’m asking that every current member share the value of W.A.C.E. and recruit a new member.”

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How the Campaign Works

For EACH and EVERY new member that joins the association, the recruiter will be entered into a drawing for a free conference registration for the 2024 W.A.C.E. conference in Orange County, CA.

The “member-get-a-member” campaign will be in effect until January 31, 2023. The prize drawing will take place at the 2023 conference in Sacramento, CA.

Who’s a Prospect

A current membership roster can be found in the “Members Portal” section of www.waceonline.com, which includes listings by chamber, by state and individual names.

Membership prospects could include:
 Neighboring chamber CEOs and staff professionals;

Co-workers at your chamber;
 Companies that your chamber does business with and which would like to expand their client base to other chambers in the West are eligible for our “Sustaining Member” category.

To assist you in this effort, a few mem-

ber testimonials regarding some key W.A.C.E. programs and a membership application are included in this issue of the *Insider*.

PLEASE NOTE: Make sure you put your name on the “Recruiter” line on the application to get credit for the prize drawing.

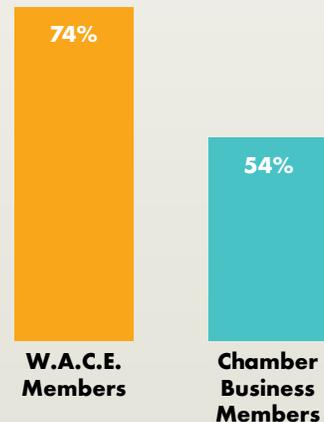
If you or any of the prospects you’re reaching out to have questions, don’t hesitate to have them reach out to W.A.C.E. President and CEO Dave Kilby at (916) 930-1202 or dave.kilby@calchamber.com.

Good luck and go get ‘em!

SNAPSHOT

Chamber Performance: Solving Problems and Finding Solutions for Business Issues and Challenges

(percentages giving their chamber a 7, 8 or 9 on a 1–9 scale)



Sources: W.A.C.E. members from recent opinion poll of our members; Chamber business members from cumulative W.A.C.E. Chamber Performance surveys

GUEST COMMENTARY

Diversity = Variety, Core to All a Chamber Does



Anne Glasscock, ACE

Diversity is one of those overused catchwords that we see a lot recently and the word itself elicits, for many, very specific pictures and ideas. I submit to you that there are many areas of

what we do that require types of diversity that may not immediately come to mind. Diversity is not just people centric. It is

a core piece to every aspect of what the chamber does.

Members

Membership variety is obvious low-hanging fruit. A good mix of large and small businesses, sole proprietors and nonprofits make up the community, so they should all be present in the chamber's member mix as well. Having this diverse group makes for interesting networking discussions and is great for referring members to one another.

I once had a board nominee tell me "I'm not a yes person." Thank goodness! I want people around the board table who have different thoughts and ideas.

Adam Grant said, "To get real diversity of thought, you need to find the people who genuinely hold different views and invite them into the conversation." In addition to having your board be diverse in representing your member businesses, in their background, race, age, type of business, they also need to bring different perspectives, ideas and views to the table and not be afraid to voice those to the betterment of the chamber.

Revenue Streams

As we've transitioned from the 3P Chamber to a 3C Chamber, I also observe that various revenue streams are also a major player.

Within a year, our chamber went from having tourism monies and a generous economic development corporation contract to having neither of those as well as new expenses in a new facility.

We've had to look at our revenue streams to see what is sustainable and what can be tweaked and added to maintain a multitude of different types of revenue.

Activities

Our chamber activities need a shot of diversity as well. Our membership is made up primarily of small businesses and sole proprietors. Lunch meetings don't work for those who are open 10-5 or those restaurateurs serving at that time.

To meet the networking needs of our members, we alter the times and types of events we hold so that there are early morning events, after hours, lunchtime etc. We also throw in something random occasionally, so the get togethers don't get tired.

We try to make sure there are different focuses as well. Networking get togethers are great, but members also like the educational and problem-solving gatherings.

Staff

Staff and work environment also are pieces that we should look at to be diverse. When going through the hiring process, my team all took personality assessments, the DiSC and Strengths-Finders, so that we could have a good mix of personalities and so that their strengths would match the positions they hold.

It would not do to have a whole team of talkers and party people. We'd have a lot of fun, but we'd never get anything done. Staff can work their desired hours and can pick a variety of "places" to work: in the office, outside (we have picnic tables outside the office because there is no natural light inside), from home or at a business in the community. They also can utilize our shared workspace if the open office gets too loud.

Variety is the spice of life and we find it everywhere in the chamber.

Anne Glasscock, ACE, is CEO of the Kaufman (TX) Chamber.

2022-2023 W.A.C.E. OFFICERS

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Chairman's Circle

Gold Members

- CalChamber
- Citilinc International, Inc.
- Indus Travel Inc.
- Personify

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.

LEADER TO LEADER

Focus on Chamber Mission, Tiered Dues Help Promote Membership without Involvement

A common reason given for dropping chamber membership is not enough time to participate. What is your chamber doing to improve value without involvement and how are you communicating this value to your members and potential members?



Bill Lee
CEO
Gallup McKinley
County (NM)
Chamber

We focus our answer around the benefits of our advocacy. It's a conversation that stresses the

importance of what we do while you are busy with your business.

Even when you can't participate, your membership puts your voice at the table on critical issues that impact business. During the last legislative session, we fought for tax incentives to help small business, and worked to find a reasonable solution on the minimum wage increase. We spoke for your business at the city council meeting when they wanted to increase water rates by 50%.

Your membership means you've hired the chamber to work for you, even when you can't participate. While we love to see you at our networking opportunities, remember we are laser focused on issues that impact business.

By adding your powerful small business to our ranks, you are participating.



Justin Aufdermauer
Executive
Director/CEO
Tillamook Area
(OR) Chamber

We entirely removed involvement-related activities as a membership

benefit. Once these "benefits" were removed, I believe the sense of obligation

to our members to participate dissipated, allowing them to focus on the work we do as a chamber; additionally, there isn't any fear they aren't getting their full membership value if they don't participate.

Our value proposition is now much deeper, with over 70% of our members belonging to the chamber because they believe in the work the chamber does rather than direct benefits to their business. This value proposition, along with no sense of time requirements has allowed our chamber to thrive in recent years.



Kyle Tarbet, IOM
President/CEO
Walla Walla
Valley (WA)
Chamber

The best way to improve and communicate value to your members is to have a clear and

compelling mission. Our board adopted a 3Cs mission during the pandemic and it resonates well with members by reinforcing how we serve them in our everyday work, even if they can't come to events, committee meetings or programs.

Members now join and renew because they care about the work we do and believe in the mission. If your mission statement is ambiguous, too long, or forgettable, I highly recommend upgrading to the 3Cs!



Zeb Welborn
President
Chino Valley (CA)
Chamber

We highlight examples of businesses who do receive benefits from our chamber without involvement

through email, social media and verbally at in-person events.

In doing so, we are reinforcing that the

work we do is helping businesses beyond their involvement and showcasing the thousands of ways chambers help businesses without their involvement.

Just last week, we gave a \$2,000 check to a limited-participating member who received an email from us, applied for a grant, and received it. We had another limited-participating member tell me that a referral I gave them paid for their membership for the next 10 years. Another member received a \$75,000 roof donation to help build their nonprofit from a fellow member we connected with them.

By building success stories from businesses we have helped that are not actively participating in the chamber, we are not only reinforcing that we are helping businesses outside of our networking events, but we are educating our staff, stakeholders and community on the thousands of ways chambers help businesses.



Robin McConnell-Trimble
CEO
Rocklin Area (CA)
Chamber

Returning to pre-COVID event and activity levels, our members have let us know they are BUSY in

their businesses — which while a relief to hear, also keeps them from attending community and networking activities.

Our response has not been a "one size fits all" approach, but a variety of member benefit options. Our top 4 "time savers":

- Moved to Tiered Dues. This allows members the option to select the benefit tier that fits them best and in turn, allows them to focus their time on things of importance to their business.

- Sponsorships without Attendance. We offer event sponsorships that don't require participation or attendance. For example, at our largest event of the year, we had a Jumbo Tron that played ads throughout the day. A business could take

See Focus on Chamber: Page 8

TESTIMONIALS ON W.A.C.E. PROGRAM



The New Board Basics Page “The W.A.C.E. Board Basics videos are a perfect tool for any chamber. These brief, impactful messages give the perfect guidance to strengthen who sits on your board, understand the importance of the role they play, and have them driven to peak performance by staying on target as a 3C organization.”

— **Kristen Dare**, ACE, Santee (CA) Chamber

Chamber Leaders Workshop “This workshop is perfect for getting our volunteer board leaders on track with governance, general operations and board leadership in support of the CEO and staff. This workshop will give your chamber leaders an understanding of just exactly what we do as a chamber of commerce industry. It’s presented in a fun and understandable way, encouraging active participation. I highly recommend it for every chamber and their volunteer leaders.”

— **Marnie Uhl**, ACE, Prescott Valley (AZ) Chamber



Webinar Series “W.A.C.E. webinars are the perfect quick-hit for good ideas, delivered conveniently from some of the smartest minds in the industry. For professionals who have difficulty making time for professional development, these webinars are a wise investment.”

— **T.J. Sullivan**, Parker (CO) Chamber

CEO Salary Survey Memo “The W.A.C.E. CEO salary and benefits survey memo is a priceless benefit that I have used over the past several years for my performance and salary review. The personalized memo outlines compensation and benefit packages of similarly sized chambers and gives me leverage to negotiate my salary. I’m grateful for this valuable W.A.C.E. resource!”

— **Carol Crosby**, Whittier Area (CA) Chamber



Chamber Leadership Podcast “As CEOs, presidents, executive directors or any part of the chamber staff these days, we are ALL busy! I get it! We all feel like Maverick in the Top Gun movie — except we’re going MACH 10 all the time. We don’t have time to stop and read everything that comes our way. However, there is definitely one time when I stop to pause, and spend some time improving and developing myself or grab an idea or two to help me grow as a leader of my chamber and my community. When I see the email about the W.A.C.E. Chamber Leadership Podcast, this is when I take a needed break, grab a cup of coffee and listen. I find this time when I shut down the jets and let the engines cool to relax, to be present and learn. It recharges my batteries for the rest of the day and makes me a better leader for my team.”

— **Shane Etzwiler**, Great Falls Area (MT) Chamber

Resource Library “A never-finished ‘to-do list’ means we must work smarter, not harder. My secret weapon? The W.A.C.E. Resource Library with over 700 documents and new material added this year. Working smarter means not recreating the wheel. A quick search allows me to build on the success of colleagues using resources from around the West. I appreciate seeing how others have tackled the same issue in their community. If you haven’t searched the resource library or peeked recently, you should. My secret weapon shouldn’t be a secret to W.A.C.E. members.”

— **Gail Zurek**, ACE, Visalia (CA) Chamber





WESTERN ASSOCIATION
OF CHAMBER EXECUTIVES

SURVEY SAYS MEMBERSHIP APPLICATIONS & NEW MEMBERS

51%
HAVE A TIERED
DUES STRUCTURE

34% HAVE
EMPLOYEE-BASED
DUES

31%
PROVIDE
INCENTIVES FOR
MEMBERS WHO
REFER A NEW
MEMBER

74%
OFFER A NON-PROFIT
MEMBERSHIP RATE

78%
REQUEST CONTACT INFO FOR
MULTIPLE REPRESENTATIVES
FOR EACH MEMBER COMPANY

45%
HAVE NEW MEMBERS
APPROVED BY THE
BOARD

42%
HAVE MEMBER
CANCELLATIONS
APPROVED BY THE
BOARD

54%
ASK HOW
APPLICANT
WAS REFERRED
ON APPLICATION

72%
ASK FOR SOCIAL
MEDIA PROFILE
INFO ON THEIR
APPLICATION

26%
ALLOW COMMITTEE
INTEREST TO
BE INDICATED
ON APPLICATION

OPTIONAL
DONATIONS
ON APPLICATIONS
25% CHAMBER PAC
24% FOUNDATION
10% TECH FUND
37% OTHER

OPINION POLL CONDUCTED IN OCTOBER 2022 WITH 202 RESPONSES FROM CHAMBER EXECUTIVES

NOTEWORTHY

What Chambers Are Doing Around the West

Billings Chamber Invests in Future with NextGen Mentorship Program

Each year the Billings Chamber's NextGen Learn Action Team facilitates mentorship opportunities between NextGen members and seasoned professionals from within the Billings community. Mentorship offers 1:1 meetings, resources, and access to an expanded network, as well as opportunities for professional development and personal growth.

Mentees apply to participate and are paired based on areas of professional interests. The entire experience benefits both mentors and mentees, allowing both to invest in the future of their industry, workforce, and community.

To learn more, visit www.billings-chamber.com/nextgen-mentorships-2022/

NextGen also has a similar program where their NextGen members are the mentors and high school students are the mentees. You can learn about the entire NextGen Emerging Leaders program at billingsnextgen.com.

San Francisco Chamber Holds WELL Conference

The San Francisco (CA) Chamber held its Women Empowering Leadership & Learning Conference in October. The event included a powerful fireside chat, as well as a panel of distinguished businesswomen providing insight into what WELLness truly means and how they can empower themselves and their colleagues creating a more equitable San Francisco.

The program also included a special update from the inaugural WELL free

cohort program, which unveiled findings following a six-month long dedication to supporting San Francisco, women-owned small businesses.

To learn more about the WELL program, check out sfchamber.com/community/well/.

North Orange County Chamber Launches Podcast

The North Orange County (CA) Chamber is the latest chamber to launch a new podcast. Episode topics will vary from discussing federal, state, and local politics to sharing member information and local community events.

Their first episode debuted in late September, and they hit the ground running by releasing a series of episodes focused on meeting the candidates running for office in North Orange County. At the time of this article there are 12 Meet the Candidate episodes, all released in October. Great work

North Orange County Chamber and congratulations on your new podcast! We can't wait to hear what you come out with next.

Listen and subscribe now at chamber-talk.podbean.com

Are We on Your Mailing List?

Information featured each month in Around the West is taken from chamber newsletters and websites 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.



Tempe Chamber Presents Mentor/Protégé Program

With the purpose of "assisting women and men in reaching and achieving their personal and professional goals and creating an environment in which they can prosper and celebrate their success," the Tempe (AZ) Chamber's Women in Business Council is offering a Mentoring Program. The program is open to all current chamber members.

Applications were accepted in October, pairings occur in November and the program will run from December until May and end with a Diversity and Leadership Conference and graduation ceremony. During that time, participants will be involved in workshops as well as one-on-one meetings. Protégés pay a small fee to participate, but partial scholarships were available. Mentors are required to pay for their registration to the Diversity & Leadership Conference only.

To view the program guide, visit tempechamberofcommerceaz.growthzoneapp.com/ap/CloudFile/Download/rj560lbL.



MEMBERSHIP APPLICATION

MEMBERSHIP CLASSIFICATIONS

GENERAL MEMBER

Chief paid executive OR staff professionals
(if the chief executive is not a member)

Annual Salary Range	Rate
<input type="checkbox"/> 0 to \$24,999	\$190
<input type="checkbox"/> \$25,000 - \$39,999	\$275
<input type="checkbox"/> \$40,000 - \$54,999	\$330
<input type="checkbox"/> \$55,000 - \$99,999	\$430
<input type="checkbox"/> \$100,000 or more	\$495

STAFF: If the chief paid executive is a W.A.C.E. member, chamber staff may join for \$75 each

ASSOCIATE MEMBER: \$100 annually

- Those who have held the classification of chief executive, but whose severance from a compensated position has made reclassification mandatory; or
- Compensated non-chamber of commerce non-profit organization executive employees.

SUSTAINING MEMBER: \$1,100 annually

(Opportunity for trade show booth at annual conference)

- Those individuals or firms who are not qualified for membership within other classifications who desire to financially support W.A.C.E.

MEMBERSHIP INFORMATION

Name _____ Title _____

Chamber/Organization/Business Name _____

Address _____

City/State/Zip _____

Phone (_____) _____ Fax (_____) _____

County _____

E-mail _____ Website _____

Number of Members _____ Total Chamber Budget _____

Signature _____ Date _____

Recruiter (if applicable) _____

Years in Chamber Business _____ Years in Current Position _____

How did you hear about W.A.C.E.? _____

SPECIAL OFFER FOR STAFF MEMBERS

If the chief paid executive is a W.A.C.E. member, chamber staff may join for \$75 each (plus the \$35 per applicant "New Member Processing Fee").

Name _____

Title _____

Email _____

THE BOTTOM LINE

Amount of dues enclosed\$ _____

New Member Processing Fee (per applicant):
Number of new members (_____) x \$35.00 = \$ _____

VOLUNTARY contribution to Education Foundation \$ 50.00

Total enclosed\$ _____
(Please make check payable to W.A.C.E.)

Paying with a credit card? Call (916) 442-2223

Chamber Executives in the News

Maria Valenzuela has been selected as the new CEO of the Tracy (CA) Chamber. Valenzuela joined the chamber of commerce in 2002 as the events coordinator, and over the last 20 years has held various roles. Most recently she has been successfully managing daily operations as the interim since the resignation of **Tamra Spade** in June.

The Jenks (OK) Chamber has selected **Heather Turner, M.B.A.**, as their new president/CEO. Turner is a local entrepreneur, author, and speaker. Turner

replaces **Josh Driskell**, who resigned to become the vice president of operations and government affairs at the Broken Arrow (OK) Chamber.

Rock Springs (WY) Chamber CEO **Rick Lee** received the State Chamber Director of the Year Award at the recent Wyoming Working Together Conference from the Wyoming State Chamber of Commerce.

Heidi Hanscom has announced she is leaving the Maple Valley Black Diamond (WA) Chamber. A search for her successor is underway.

Focus on Chamber Mission, Tiered Dues Help Promote Membership without Involvement

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advantage of that opportunity without having to staff a booth.

- **SHOP Membership FIRST.** We make it a priority to use member businesses for as many chamber transactions as possible. Many of those members rarely, if ever, can step away from their business but if they know the chamber has supported them during the year, they'll happily pay the renewal.

- **Keyless Access** to the chamber office. We recently installed a keyless door entry to our office that allows members to utilize our conference room on weekends and outside business hours.

Our bottom line has benefitted greatly from providing solution-oriented options for our busy members.

Citsline (Chamber International Travel Service) was the **FOUNDER** of chamber travel program in the year of 2000. We work with 1,200 chambers of commerce in North America and take 20,000 chamber passengers to visit 80 nations in the world. Our reputation in chamber travel market is based on the high rank service standard and low group travel rate. **CITSLINE IS THE BRIDGE FOR CHAMBERS GOING TO ABROAD**

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MEETING DATES

W.A.C.E. Events • (916) 442-2223

www.waceonline.com

Fall Webinar Series

Zoom

10–11 a.m. (Pacific)

- **December 7:** “Innovative Ideas to Consider”

Annual Conference

February 13–15, 2023

Hyatt Regency

Sacramento, CA