

# INSIDER

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## Roundtable, Political Boot Camp Offer Unique Professional Development Opportunities

W.A.C.E. members will have two unique professional development opportunities to consider in the months ahead with the Executive Leaders Roundtable on May 18 in Reno (NV) and the Political Action Boot Camp on June 23 in San Francisco (CA).

“Compared to the annual conference, both the Roundtable and the Boot Camp offer much more focused content,” said W.A.C.E. President and CEO Dave Kilby. “The Roundtable will be presented in a format similar to Ted Talks and will be focused on the chamber brand, while the Boot Camp will be a deep dive into the chamber’s role in political action.”

### Tallia Talks

The May 18 Roundtable in Reno, which is being chaired by Tallia Hart, who was recently named the president/CEO of the San Francisco (CA) Chamber, is conveniently being called “Tallia Talks.”

The day will consist of a series of short, provocative talks by W.A.C.E. members focused around the concepts outlined in the Association’s recently completed Chamber

Brand Project, including brand purpose, pillars, vision and values. The talks will include what chambers have done and are doing to utilize the research and “live the brand.”

### Boot Camp

“We believe it’s our job to help our chambers successfully navigate the constantly changing political world, making sure they’re aware of best practices, pitfalls and legal rules,” said W.A.C.E. Vice Chair Brad Hicks, president/CEO of the Chamber of Medford-Jackson County (OR) and chair of the Political Action Boot Camp.

Although speakers for the Boot Camp are still being finalized, plans are that the agenda for the day will include:

- Legal issues—what you can and can’t do;
- Political structures and tools;
- Best practices for endorsing candidates; and
- Lessons learned and insights from the political trenches.

In addition, there will be plenty of opportunities for attendees to share their political successes and horror stories.

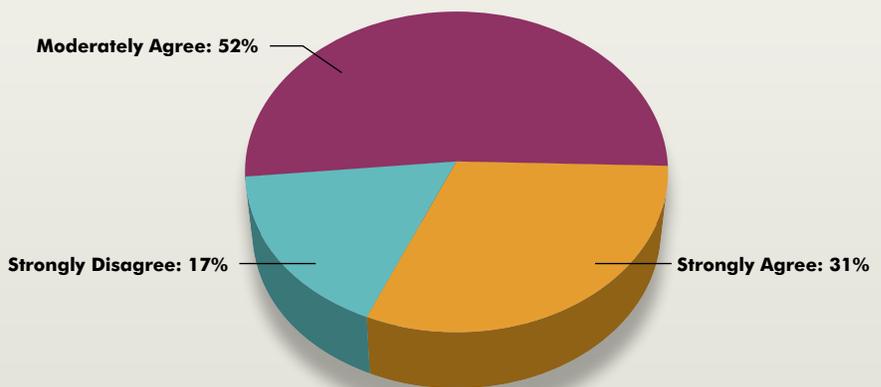
The W.A.C.E. Foundation has scholarships available to assist with Boot Camp registration and related expenses.

### Sign Up Now

Registration information for both events is available on the Association’s website at [www.waceonline.com](http://www.waceonline.com).

### SNAPSHOT

Work to do? Our chamber excels at being a catalyst for business growth:



Source: W.A.C.E. “Embracing Change” Opinion Poll, March 2017.

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## COMMENTARY

# Embrace Change or Protect the Status Quo?



Dave Kilby

If chambers were placed on a continuum, with “thriving” on one end and “struggling to survive” on the other, then there are huge numbers on both extremes and our business has never been more polarized.

I don’t have data to support my assertion, but it sure seems that while there’s a huge number of chambers that are hitting on all cylinders and soaring like never be-

fore, there’s also a similar number in decline and even on life support.

To be sure, this polarization on the success continuum is not caused by the economy; there are a number of cases where a soaring chamber is immediately adjacent to a chamber in critical condition.

## So What’s Going On?

For decades it’s been overwhelmingly true that a chamber in trouble almost always has problems in one or more of the following and chambers that are soaring excel in these:

- Board leadership—Do you have the right people on the bus?
- Professional staff—Do they have the talents needed for organizational success?
- Your program—Are you doing things that meet the needs of your members?
- Communicating value.
- A willingness to risk and embrace change.

## Standing Still

When organizations are struggling, it often seems that complacency is the culprit and everyone’s content with operating on autopilot in an almost zombie-like way.

Rather than protect the past or the status quo, let’s live up to our brand promise and embrace change.

Yes, it’s not easy. If it was, anybody could do it. Yes, it’s risky, but leadership is risky.

Now’s the time to lead and take your organization to the “thriving” end of the continuum by embracing the four Cs of success: You must have the courage to make a choice, to take a chance to make change happen.

Enjoy the journey—it’s a lot better than standing still.

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

## 2017–2018 W.A.C.E. OFFICERS

Chairman of the Board

**Pat Patrick**

Lodi District (CA) Chamber  
(209) 367-7840 • ppatrick@lodichamber.com

Chairman-Elect

**Brad Hicks, CCE, IOM**

The Chamber of Medford/Jackson County (OR)  
(541) 779-4847 • brad@medfordchamber.com

Vice Chairman

**Anne Glasscock, ACE**

Kaufman (TX) Chamber  
(972) 932-3118 • aglasscock@kaufmanchamber.com

Vice Chairman

**Tallia Hart, ACE**

San Francisco (CA) Chamber  
(415) 392-4520 • thart@sfcchamber.com

Vice Chairman

**Jill Lagan, ACE**

Boulder City (NV) Chamber  
(702) 293-2034 • jill@bouldercitychamber.com

Vice Chairman

**Glenn Morris, ACE**

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

Past Chairman

**Nancy Lindholm, ACE**

Oxnard (CA) Chamber  
(805) 983-6118 • n.lindholm@oxnardchamber.org

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](http://www.waceonline.com)

Opinions expressed in articles are those of the author and not W.A.C.E.



## Defining the Chamber Brand

a W.A.C.E. project

Download the full report at  
[www.waceonline.com](http://www.waceonline.com)

## Chairman’s Circle

### Gold Members

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- PG&E
- WebLink International

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

# Chambers Champion a Stronger Economy Through Partnerships, Advocacy Efforts

*What does it mean to be a champion of a stronger community at your chamber and what sort of things are you doing to support that brand purpose?*



**Steven Rose,**  
ACE  
**President/CEO**  
**Culver City (CA)**  
**Chamber**

The Culver City Chamber heard from established businesses and businesses moving into our

city of the need for high-speed fiber! Local phone and cable providers were behind the times on delivering fiber to our technology businesses.

The chamber advocated for a municipal economic infrastructure program of a fiber optic system to be leased to internet service providers (ISPs). This August it will be completed, reaching 99% of Culver City businesses.

Advocating for the needs of business, thus creating a dynamic high-paid workforce, benefits all of Culver City through tax revenues, quality of life and public education.

The chamber is at the leading edge of the 21st century tech economy as seen in our 2017 *The Guide—Culver City* at [culvercitychamber.com](http://culvercitychamber.com).



**Leron Gubler**  
**President/CEO**  
**Hollywood (CA)**  
**Chamber**

Being a champion of a stronger community to me means to advocate for things that will

improve our community. It means to be a leader, not a follower.

Over the last year, the Hollywood Chamber spoke out strongly and was part of a coalition to defeat Measure S, which would have strangled Los Angeles with a two-year building moratorium. We tried to be a voice of reason and wrote commentaries on the subject, as well as helped raise funds for the fight.

In the end, even though this initiative originated in Hollywood, the greatest opposition to it also came from Hollywood. The next major battle for us will be to get the Hollywood Community Plan Update readopted. This plan was thrown out by the courts five years ago on a technicality.

It is essential to our economy to get the new plan in place in order to help head off future lawsuits.



**Todd Sanders**  
**President/CEO**  
**Greater Phoenix**  
**(AZ) Chamber**

The Greater Phoenix Chamber promotes regional prosperity, serving as a catalyst for economic vitality

and strong communities. We achieve this mission by convening business, political, education, and community leaders to discuss challenges and craft solutions.

The chamber's collaborative economic development initiative, Phoenix Forward, partners with the City of Phoenix, Maricopa County and the Arizona Commerce Authority to bring the resources of these diverse partners together to grow the economy from within.

Phoenix Forward collects industry data, connects businesses to vital resources and uses a robust public affairs program to promote a pro-growth regulatory environment.

The Greater Phoenix Chamber also promotes strong communities through the work of the Greater Phoenix Chamber Foundation, which among other pro-community activities, just launched its Wellness A to Z initiative. This initiative highlights the Greater Phoenix region as a destination for a healthy workforce and a healthy community.



**Glenn Morris,**  
ACE  
**President/CEO**  
**Santa Maria**  
**Valley (CA)**  
**Chamber,**  
**Visitors and**  
**Convention**  
**Bureau**

The Santa Maria Valley Chamber

champions a stronger community in many ways, but currently, we're focused on three key initiatives designed to bridge gaps in our community.

First, we're working to build bridges of cooperation and engagement with our neighbors in the Central Coast region, so that we can all contribute to a stronger regional economy.

Second, we're working with our community college and high schools to create workforce bridges, connecting those who want to work with local jobs.

Finally, we're aggressively reaching out to bridge the traditional and minority-owned businesses in our town, so that we can grow together instead of just co-existing.

## OPINION POLL

# Chambers Fight for Stronger Communities, Have Less Confidence on Business Growth

W.A.C.E. recently asked members to grade their chamber on several areas of responsibility in their community in an “Embracing Change” survey. The majority of respondents claimed their chamber excelled at being a champion for a stronger community, while there was less confidence in their chamber’s ability to be a catalyst for business growth.

## Area of Confidence

In total, 82% of respondents strongly agree that their chambers excel at being a champion for a stronger community. Another 15% somewhat agree with the statement, while only 3% strongly disagree with the statement.

Rounding out the top five responsibilities that respondents strongly agree their chamber excels at are: fostering a culture of collaboration (78%), being a proven hub of information within the business community (74%), being a trusted convener for leaders and influencers (74%), and supporting its mission and aligning resources with its true priorities (64%).

## Improvement Needed

In their self assessment, respondents were not as bold in touting their chamber’s ability to be the catalyst for business growth in their community. According to survey results, 52% of respondents “somewhat agree” that their chamber excels at being a catalyst for business growth. Only 31% said they strongly agree with the statement, but 17% strongly disagreed.

Other areas respondents felt they could improve upon were attracting, nurturing and motivating catalytic leadership (13% strongly disagree); being a bold advocate for business interests in government (12%); and embracing age diversity throughout the organization (11%).

## ‘Embracing Change’ Survey

The “Embracing Change” survey is made up of a collection of statements based on the findings of W.A.C.E.’s Brand Definition Project, released at the 2017 annual conference, and the Association of Chamber

of Commerce Executives *Horizon Initiative*.

“The data that we collected will now be put to use in restructuring the W.A.C.E. *Tool Kit Survey*,” W.A.C.E. Vice President Russell Lahodny said. “By mid-April, we will release a new version of the survey for chambers to use. Many questions will remain the same, but the core questions of the

survey will be more focused on the findings of the branding project.”

## Tool Kit Survey

Chambers interested in conducting the *Tool Kit Survey* should contact Russell Lahodny at [russell.lahodny@calchamber.com](mailto:russell.lahodny@calchamber.com) or call (916) 930-1241.

## OPINION POLL RESULTS

Strongly Disagree ■ Somewhat Agree ■ Strongly Agree ■

### Our chamber excels at:

Being a champion for a stronger community.



Fostering a culture of collaboration.



Being a proven hub of information within the business community.



Being a trusted convener for leaders and influencers.



Supporting our mission and aligning resources with our true priorities.



Continuously innovating, exploring new programs and embracing change.



Being a bold advocate for business interests in government.



Helping businesses prosper and our community thrive.



Keeping up with the times and changing local business needs.



Being a “Kick Ass Problem Solver.”



Embracing age (generational) diversity throughout the organization.



Operating with results-driven focus.



Attracting, nurturing and motivating catalytic leadership.



Being the catalyst for business growth.



Source: W.A.C.E. “Embracing Change” Opinion Poll, March 2017.

## MEMBER TESTIMONIALS

# Chamber Leaders Throughout the West Praise 'Top Notch' W.A.C.E. Academy Program



"Academy makes our chamber look good! We R&D other's ideas to better serve our members. Comradery with other chambers' staff definitely happens at Academy. Our staff feels valued—and then our members feel valued. Academy works. Do it."

**Dan Clem**, CEO, Salem Area (OR) Chamber

"Third year of Academy was exactly what I needed for where I am today with my chamber. The speakers were all great with information and kept the classes fun while presenting the information. Thank you for a wonderful three years!"

**Michelle Harrington**, Executive Director, Greater Vail Area (AZ) Chamber



"Academy was easily the best professional development investment we've made. Coming from a Canadian-based chamber, we didn't know what similarities and differences we'd have with other chambers. Sharing best practices and ideas with other chambers was actually a highlight of our first year. The valuable classes and networking at Academy, as well as the resources provided on an ongoing basis help us play an important role in our community and economy!"

**Jessica Roth**, Membership and Marketing Manager, Leduc Regional (Alberta, Canada) Chamber

"Thank you for providing a phenomenal training program. I wandered into the chamber world four years ago and one of my neighboring chambers recommended I attend. This has provided me with such valuable education to take my chamber and my leadership of it to the next level."

**Diane Collins**, President/CEO, Norco Area (CA) Chamber



"I learned something different at each session. It was great to be in the same room with so many chamber executives with so much experience and knowledge. Now I have someone to call for advice on any situation I may come across."

**Timm Quinn**, Special Events Director/Leadership Stockton Director, Greater Stockton (CA) Chamber

## LIFESAVER TIPS

# Get the Power of a Digital SLR Camera with the Convenience of Your Smartphone



**Russell Lahodny**

I think my love for photography has been made very clear in past issues of this column and by the fact that many of you usually see me at the conference or other events with at least one camera around

my neck. For me, documenting events and other aspects of daily life are things I love to do and my preference would be to do it with a digital single-lens reflex (DSLR) camera.

## Image Quality

The reason I prefer a DSLR is due in large part to the quality of the image. Image quality can mean a few things. We typically think of image quality based on the number of “megapixels” a camera has. The higher the number, the better resolution we get in our images.

I remember my first DSLR camera. It was the Canon 10D. I was so excited to be able to shoot digital images and with such great resolution—a whopping 6.3 megapixels.

Fast forward to today and I can generate higher resolution images with the iPhone I carry in my pocket. My current iPhone harnesses a 12-megapixel camera inside—nearly twice the resolution of my bulky DSLR. The difference for a photographer like me is, I could always manually control my DSLR to get the best image possible. Thanks to one of my favorite camera apps, my iPhone now has nearly all the functionality of my DSLR.

## Meet the ProCam App

First off, let me start by saying that there are a variety of camera apps that you can download for your smartphone. Go into your app store,

type “camera” in the search bar and you will get a list of options.

For me, I happened to choose ProCam based on reviews that I read, and I have not been disappointed. ProCam is available only for the iPhone.

This app allows me to manually control my iPhone camera to get the right settings I need to get “the shot.” Think about a time when you tried to take a picture of somebody with a bright background. Nine

times out of 10, your camera probably adjusted the exposure for the bright background and the person in the foreground was a black silhouette.

Using your phone’s basic camera app, you usually can tap on an area of the screen you want the camera to set the exposure for, but the minute you move your camera, it will readjust the exposure because it is set to automatically find the correct exposure. This is particularly annoying if you are trying to record a video.

With an app like ProCam, I can control everything. In a dark meeting room, I can adjust the ISO (film speed) like I would be able to on my DSLR. I can control my white balance, shutter speed, and even manually control the focus. If having that level of control is not enough to get the look you are going for, you can add filters and make corrections as needed after the image is taken.

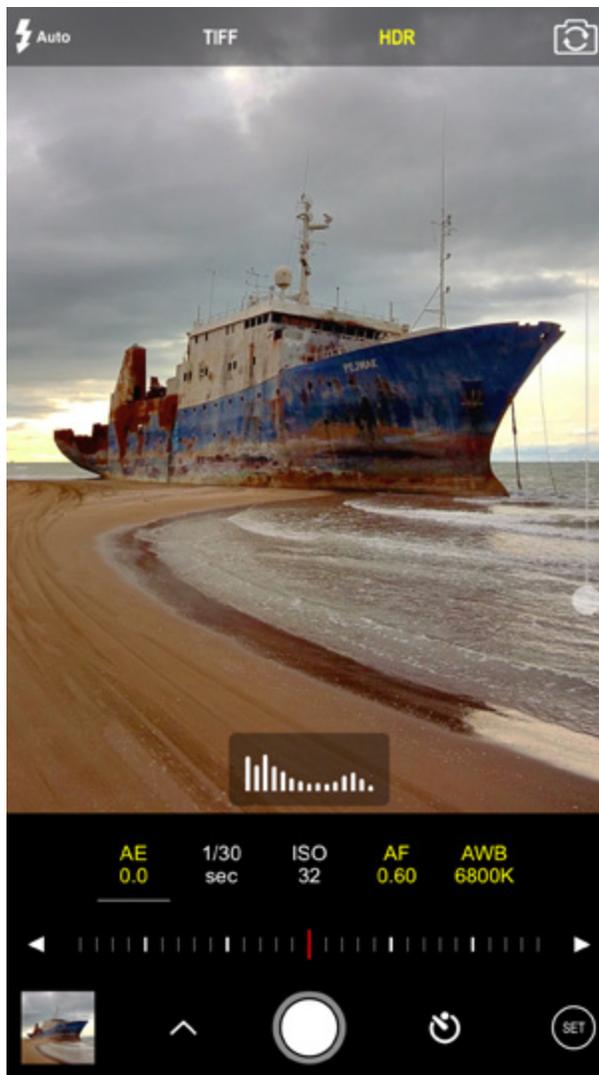
## Editing Feature

The thing that I have found to be the most beneficial is that I can take an image or a video that I recorded with my included iPhone camera app and adjust it after the fact. I can’t count the number of times I have taken a video of my daughter with the iPhone camera app and it was way too dark. With the help of my ProCam app though, I was able to open the video through the app and manually edit it after the fact. Now, I can see her playing in the same light I saw her in with my own eyes.

So the next time you need to take a photo or record a video in a board room that challenges the abilities of your phone’s camera, switch to an app that gives you control and see the difference.

## Have a Lifesaver Tip?

Do you have a comment or tip for a future Lifesaver column? Send it to [russell.lahodny@calchamber.com](mailto:russell.lahodny@calchamber.com).



# Emerging Leaders Council Provides Insight, Feedback to Help Shape W.A.C.E.'s Future

Ever since its formation back in 2014, the Association's Emerging Leaders Advisory Council has provided great feedback and has been a terrific idea-generating resource.

The Council also is designed to identify and recognize future leaders (all under 40) in W.A.C.E. and the chamber of commerce industry.

Members of the Council will be asked to provide regular program feedback and ideas for the good of W.A.C.E. and will serve as advisors to the Association's Board and President, including program selections for webinars and the annual conference.

In addition, Council members are invited to attend the May and October W.A.C.E. Board meetings as nonvoting participants.

## 2017-18 Members

The 14 members of the Emerging Leaders Advisory Council, who will serve in 2017 and 2018, were announced at the Association's annual conference in February:

- Tray Abney, The Chamber of Reno, Sparks & Northern Nevada;
- Angie Anderson, Glenwood Springs (CO) Chamber Resort Association;
- Stephanie Armstrong, The Chamber of the Santa Barbara (CA) Region;
- Colin Diaz, Santa Fe Springs (CA) Chamber;
- Alicia Early, Castle Rock (CO) Chamber;
- Rana Ghadban, Simi Valley (CA) Chamber;

- Krystlyn Giedt, Carmel (CA) Chamber;
- Derek Kirk, North Orange County (CA) Chamber;
- Eli Matthews, The Chamber of Medford/Jackson County (OR);
- Robert Medler, Tucson Metro (AZ) Chamber;
- Derrick Seaver, The Silicon Valley (CA) Organization;
- Stephanie Shapiro, Corona (CA) Chamber;
- Jessica Welch, Irvine (CA) Chamber; and
- Kami Welch, Arvada (CO) Chamber.

## TALLIA Talks



Following the success last year, we are once again doing a take off the TED Talk concept and thus the format for our special roundtable will be to have several short talks (no more than 15 minutes each). Each talk will be followed by a short discussion period facilitated by W.A.C.E. Vice Chair Tallia Hart, ACE, President/CEO of the San Francisco (CA) Chamber.

Executive Leaders Roundtable

"The Chamber Brand"

**Thursday, May 18 – Reno, NV**  
**Whitney Peak Hotel – 12 noon – 4:30 p.m.**

**REGISTRATION DEADLINE: MAY10**

Registration Fees:  
 \$75 per person before April 20  
 \$100 per person after April 20

[www.waceonline.com/programs/Executive\\_Leadership\\_Roundtable.aspx](http://www.waceonline.com/programs/Executive_Leadership_Roundtable.aspx)

## Chamber Executives in the News

The Longview (TX) Chamber and Tucson Metro (AZ) Chamber received 5 Star Accreditation from the U.S. Chamber for sound policies, effective organizational procedures, and positive impact on their communities.

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## MEETING DATES

W.A.C.E. Events • (916) 442-2223  
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- **Executive Leaders Roundtable**  
May 18  
Whitney Peak Hotel  
Reno, NV
- **Political Action Boot Camp**  
June 23  
San Francisco Chamber  
San Francisco, CA
- **Academy**  
July 30–August 2  
Hyatt Regency  
Sacramento, CA

## OTHER EVENTS

- **Colorado Chamber of Commerce Executives**  
Spring Conference  
May 3–5  
The Lodge at Vail  
Vail, CO  
[www.cochamberexecs.com](http://www.cochamberexecs.com)
- **California Chamber**  
Capitol Summit and Host  
Breakfast  
May 31–June 1  
Hyatt Regency Sacramento  
Sacramento, CA  
[www.calchamber.com](http://www.calchamber.com)



Together, Building  
a Better California

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