

# INSIDER

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## 2017 Academy Faculty Members Announced

A top-notch list of instructors has once again been secured for W.A.C.E.'s Academy program, which will be held July 30–August 2 in Sacramento (CA).

“The Academy Steering Committee takes great pride in announcing our all-star line-up of Academy instructors for 2017,” said Committee Chair Tom Pierson, ACE. “We’ve switched things up a bit this year with new additions to the Academy faculty and also have some veteran instructors taking on new classes, but the end result will be the same—top quality instruction of chamber essentials and best practices.”

### New Faculty Members

The four new members of the Academy faculty and the courses they’ll be teaching are:

- **Russell Lahodny**, CalChamber and W.A.C.E., “Marketing and Communications” – 1st Year;
- **Glenn Morris**, ACE, Santa Maria Valley (CA) Chamber, “Budget Preparation and Monitoring” – 1st Year;
- **Frank Kenny**, Frank J. Kenny LLC, “Being on the Cutting Edge of Technology” – 2nd Year; and

- **Pam Ridler**, CCE, Castle Rock (CO) Chamber, “Intro to Economic Development” – 3rd Year.

### Returning Faculty

To improve the overall strength of the Academy faculty, the following successful veteran instructors will be teaching established classes for the first time this year:

- **Scott Raty**, ACE, Pleasanton (CA) Chamber, “Committee and Board Development” – 1st Year;
- **Diane Schwenke**, Grand Junction Area (CO) Chamber, “Revenue Development” – 2nd Year;
- **Tom Pierson**, ACE, Tacoma-Pierce County (WA) Chamber, “Membership Retention Essentials” – 2nd Year;
- **B Gorman**, B Great Leadership, “Strategic Planning” – 3rd Year;
- **Ken Oplinger**, ACE, The Chamber of the Santa Barbara Region (CA), “Dealing with the Media” – 3rd Year;

### The Rest of the Team

The following faculty members round out the team and are back for repeat performances:

- **Mark Alcorn**, J.D., MBA, Alcorn Law, “Legal Basics” – 1st Year;

- **Dave Kilby**, CalChamber and W.A.C.E., “Chamber Overview and Trends” – 1st Year;
- **Mike Varney**, Tucson Metro (AZ) Chamber, “Membership Sales and Recruitment” – 1st Year;
- **Leron Gubler**, Hollywood (CA) Chamber, “Policy Development” – 2nd Year;
- **Brad Hicks**, CCE, IOM, The Chamber of Medford-Jackson County (OR), “Representing Business Interests with Government” – 2nd Year;
- **Cindy Roth**, ACE, Greater Riverside (CA) Chambers, “Financial Policies and Procedures” – 2nd Year;
- **Wayne Griffin**, Chamber Consultant, “Everyday Ethics” – 3rd Year;
- **Debbie Moreno**, Business Consultant, “Staff Development and Management” – 3rd Year;
- **Keith Woods**, North Coast Builders Exchange, “Personal Leadership Development” – 3rd Year;

Academy registration information is available on the W.A.C.E. website at [www.waceonline.com](http://www.waceonline.com).

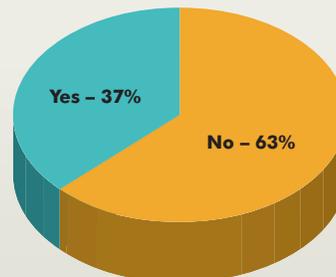
### Deadline Approaching

The deadline to register at the early-bird price is **June 16**.

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### SNAPSHOT

**Chamber CEOs:  
Do you have an  
employment contract?**



Source: W.A.C.E. CEO Salary Survey, 2017.

## COMMENTARY

# Do We Have the Courage to Make the Choices and Cause the Change That Is Needed?



Dave Kilby

Our recently completed Chamber Brand Project has many in W.A.C.E. asking why chambers do what they do.

Do the things you do at “Your Chamber USA” have anything to do with what your members say is

important? Do your programs match up

well with the components of our “Chamber Brand Purpose”?

## Brand Research

Our brand research clearly indicates that chambers exist to be the:

- Convener for leaders and influencers;
- Catalyst for business growth; and
- Champion for stronger communities.

While it was meant to be aspirational when presented at the W.A.C.E. annual conference earlier this year, reaction from chamber executives has generally been in two camps: confirming a chamber’s current direction, or inducing stress because some cannot and are not (yet) “living the brand.”

I’m fond of saying that tradition is great in “Fiddler on the Roof,” but think there’s no time like the present to rethink its dominant role in so many chambers of commerce.

Our core competencies clearly indicate that business people think their chambers should engage in activities that help strengthen the local economy, promote community, represent their interests with government, and take political action, such as helping elect business-friendly elected officials.

When you step back and examine what your chamber is doing, do those things match up with the Brand Purpose above?

Do your programs match up with the five core competencies? Is your chamber engaged in programs in one or two areas, while ignoring or being programmatically “absent” when it comes to the others?

## Leadership

The issue may be leadership (or lack of leadership) to make the tough decisions and change, and do what needs to be done.

A month or so ago we asked our member CEOs to assess their chambers in a number of “embracing change” areas and near the bottom, in need of a great deal of work in most chambers, was: attracting, nurturing and motivating catalytic leadership.

Of the eight influences outlined in the Association of Chamber of Commerce Executives *Horizons*, the importance of having the right leaders on the bus cannot, in my opinion, be emphasized enough.

There is no doubt that EVERY chamber and chamber executive is busy. But are we busy doing the right stuff? Are we doing things or getting important things done?

The late Mike Hauser, former CEO of the Santa Rosa (CA) Chamber, used to opine that “so many chambers are in the thick of thin things.”

I’m hoping that all of you and your boards will take a step back and ask: why do we do the things we do? And then have the courage to make the choice to cause the change and excel at being catalysts, conveners and champions to help our businesses prosper and our communities thrive.

*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**

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Vice Chairman

**Tallia Hart, ACE**

San Francisco (CA) Chamber  
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Vice Chairman

**Jill Lagan, ACE**

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Vice Chairman

**Glenn Morris, ACE**

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Past Chairman

**Nancy Lindholm, ACE**

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

## Chairman’s Circle

### Gold Members

- CalChamber
- Chamber Marketing Partners
- Citslinc International, Inc.
- 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).

## GUEST COMMENTARY

# Summer Is the Perfect Time for an Intern



**Keith Woods**

Fresno—often described as “the Harvard of the West”—and we have both spent much of our careers as CEOs of local chambers in California (Dave in Modesto and myself in Santa Rosa).

## Life-Changing Experiences

What also binds us, however, is something I hope members of W.A.C.E. might get involved in, if they aren’t already: we both had college projects that involved chambers of commerce.

Dave had a senior project on “Who Promotes Fresno?,” which led him to see the work of a chamber first-hand, and I was an intern for a summer working for a month each in three chambers in California.

These were extraordinary and life-changing experiences for both of us. Dave’s research project led him to become interested in a chamber career, as did my internship. I got to work on a variety of tasks, including writing for chamber newsletters, helping with special events, doing some economic development research, and getting involved in legislative and political affairs. I quickly realized that this was what I wanted to do with my life. We both got “bit by the chamber bug.”

## Internships

So my request and suggestion is

W.A.C.E. President and CEO Dave Kilby and I share some things in common which have made us good buddies for over 40 years.

We are both proud graduates of California State University,

that W.A.C.E. members consider doing something similar in their chambers, particularly the idea of developing an internship.

We all know that a “Silver Tsunami,” as it’s sometimes called, is about to hit society and will result in the retirement of millions of baby boomers. Chambers of commerce won’t be spared from the consequences of these imminent mass retirements.

This summer, let’s get young people involved in, and aware of chambers of commerce, so that chambers get on their career radar screens (where it likely doesn’t appear at the moment).

3) If you don’t want to have a full internship program, develop some kind of research project for a college student to conduct for your chamber.

For example, during my month at the Walnut Creek (CA) Chamber as a student, they assigned me to go door-to-door and interview small downtown businesses, mostly retailers and professional firms, to learn specifically what they wanted the future of downtown to look like. It was a great experience.

4) Keep the timeframe of an internship reasonable. It doesn’t need to be full-time for the entire

summer—a 15–20 hours a week schedule for 8–10 weeks might be ideal. That’s enough time for an intern to be productive and learn what a chamber is all about, but wouldn’t require your attention at all times.

5) If you can provide compensation or an honorarium, great. Maybe you could even find a corporate sponsor. If not, then make it clear upfront that the practical, resume-building experiences the intern gets will be their reward. You might even see if they can get college credit for the internship, which would be further incentive.

By the way, if your chamber has been involved in internship programs in the past, I would enjoy hearing about it. I think we can all agree that the chamber profession needs to regenerate its ranks in the years ahead.

However, if you don’t think Dave and I were good additions to the chamber profession, then disregard the suggestions above... .

*Keith Woods is CEO of the North Coast Builders Exchange and an honorary W.A.C.E. Life Member.*



## Steps to Take

It doesn’t need to be difficult. Here are some steps you can take:

1) Contact your nearest community college or 4-year university. Check with the dean of the journalism, political science, or business schools. This is where the most likely candidates for a chamber internship can be found.

2) Put together a description of an internship program that has the student working on the kinds of projects I described above, or anything more meaningful than just stuffing envelopes and running to Starbuck’s for you and the staff.

## OPINION POLL

# Political Action Committees Are on the Rise, While Chambers Steady on Endorsements

Political action committees (PAC) are becoming more prevalent among chambers, according to the latest annual Endorsements and PACs survey conducted by W.A.C.E. last month.

This year's survey showed that 33% of participating chambers have a PAC, compared to 30% in 2016 and 26% in 2015.

"This is a fairly significant trend that is emerging from the annual survey," said W.A.C.E. Vice President Russell Lahodny. "Seeing a 3% jump over the last year is a telling sign, but when you see a 7% increase over two years, I would call that the beginning of a trend."

The increase in PACs among chambers hasn't necessarily been reflected in an increase in candidate endorsements. Overall, 38% of responding chambers currently endorse candidates for public office—the same percentage as the 2016 survey.

"To me, this shows that though more chambers may not be making candidate endorsements, more chambers are taking their fight to the next level," Lahodny said.

Chambers that reported having a PAC were more likely to cover candidates and issues (56%), while 30% covered candidates only and 14% covered issues only.

## Who Gets Endorsed

City- and county-elected officials are the most prevalent seats to get endorsements from local chambers. Of the survey participants that make endorsements, 93% endorse candidates running for city council and 77% endorse county supervisors. More than two-thirds weigh in on the state legislature, while a little more than one third of chambers endorse congressional candidates.

## Impact of PAC

According to chambers that don't endorse candidates, the two most common reasons for not endorsing is because their board of directors does not have the courage to do so and the

fear that endorsing might hurt their relationship with the city (28%).

Of the chambers that reported having a PAC, 44% said it improved city relations and 39% claimed there was no obvious impact on relations. In regards to a PAC's impact on membership, 30% of chambers cited increased membership compared to 3% that saw decreased membership. Two-thirds said there was no obvious impact.

## Contract Implications

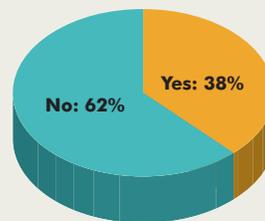
Just over half (51%) of this year's survey participants said they have a contract for services with city or county government agencies. Among those chambers, 31% endorse candidates for public office and 28% have a PAC.

"Just because a chamber receives funding from a government entity does not mean that they can't be engaged in the political process," said Lahodny. "What it does mean is a chamber needs to be very careful about keeping funds received from a government contract separate from funds used for political action. If a chamber doesn't have different bank accounts for the two, I'd recommend they make that change sooner rather than later."

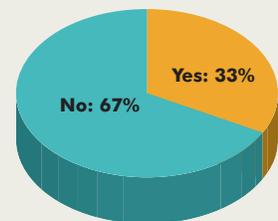
According to the 49% of chambers that receive funding but don't endorse candidates, only 19% cited that it would jeopardize funding, while 32% said endorsing candidates might hurt their relationship with the city and 22% said the board didn't have the courage.

## OPINION POLL RESULTS

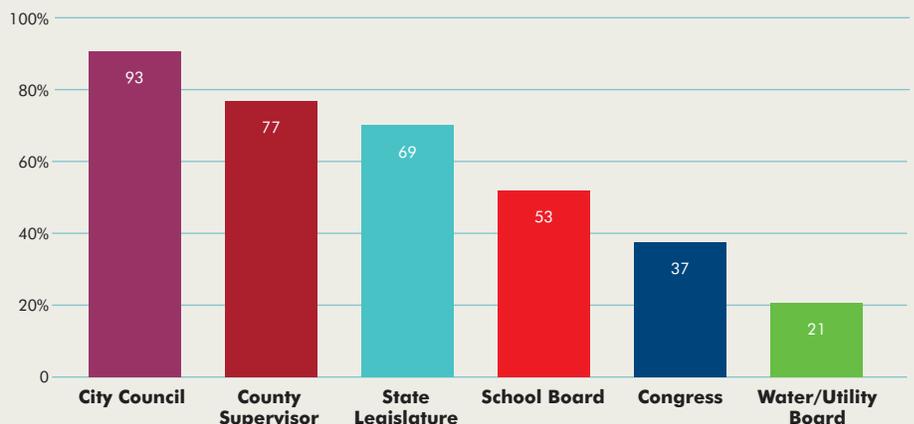
Does your chamber make candidate endorsements?



Does your chamber have a PAC?



What type of candidates does your chamber endorse?



Source: W.A.C.E Opinion Poll, 2017.

## LEADER TO LEADER

# Execs Boost Community in Different Ways

*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?*



**Nancy Lindholm,**  
ACE  
**President/CEO**  
**Oxnard (CA)**  
**Chamber**

At the Oxnard Chamber of Commerce we are true believers that “a rising tide floats all boats,” so we

launched our Direct Pathway to Success program last year to give our local high school students exposure to career choices and chart their paths to attain the credentials those careers require. We held a series of Intern Boot Camps to ready the student for summer intern positions. We made more business and education connections in the last year than in many years prior. We are determined to make our community stronger through a better-prepared workforce.



**James Cooper**  
**President/CEO**  
**Vallejo (CA)**  
**Chamber**

Being a champion for a stronger community, for me, means getting involved in the entire community and not just with our

members. I have long been of the opinion that “A strong business community needs a strong community,” and vice versa.

Our work is to create a better quality of life for all who live and/or work in Vallejo. This means promoting and supporting our local recreation department, schools, the arts community, our elders and retirees, and nonprofits endeavoring to also create a better community for all. It also means working with our city to improve internal processes (i.e., permits, licenses, etc.) that affect our businesses and residents.

But mostly, it means working in collaboration with others seeking the same goal of better living for all. Examples of this include my presence as a board member with Visit Vallejo, which is spearheading a Community Branding campaign; the chamber’s participation in developing the *ChooseVallejo.com* app, which markets Vallejo to site selectors and corporations across the United States; and our support for the Greater Vallejo Recreation District, which is trying to renew a tax (Measure K) that provides critical funding for their programs.”



**James O'Callaghan**  
**President/CEO**  
**Huntington Beach**  
**(CA) Chamber**

Over the past couple of months, the chamber laid out an aggressive plan to be a champion for business.

We established a foundation to focus on workforce development and business incubation. The chamber is bringing together key contributors in Huntington Beach to build a 2025 vision plan. The business affiliate program launched in March, which welcomed all businesses in the community to have a stake in the direction we head. Our focus is to engage the entire community in making Huntington Beach a leader in the coming decades and beyond.



**Julie Pastrick,**  
IOM  
**President/CEO**  
**Greater Flagstaff**  
**(AZ) Chamber**

Focusing on providing exposure, visibility and brand awareness for our members, one at a time,

promotes their business success. When business is strong, the community is strong. Maintaining broad collaborations with regional stakeholders, economic

development entities, our community college and university, our city’s business incubator, and sector partnerships with like industries all fuel a stronger local/regional economy. Our Education Division is focused on labor force development and teacher support; our Advocacy Division keeps members abreast of the issues important to community growth and wellness, whether that be transportation, tourism, wage issues, health care or advancing a world class education. We’re 126 years young! Check out our #EveryMemberCounts initiative!



**Katy Brooks**  
**CEO**  
**Bend (OR)**  
**Chamber**

Chamber businesses need a sustainable pipeline of local employees. The goal of the chamber

Education-to-Employment (E2E) program is to support local businesses by making intentional placements of students and young adults in work experiences. The Bend Chamber will create a position that will act as a liaison between educational institutions’ internship programs, regional and state employment organizations and others, connecting chamber members to their most effective workforce partner. The outcome will be a scalable internship program that meets the needs of employers, while providing support and opportunity to students wishing to remain in the Bend workforce.



**Jill Rowland-Lagan,**  
ACE  
**CEO**  
**Boulder City**  
**(NV) Chamber**

Often repeated, always true—“If you’ve seen one chamber, you’ve seen one chamber.” Chambers

*See Execs Boost: Page 8*

# CEO Salary Info Is a Key Member Benefit

Chamber CEOs: how does your salary and benefits package compare with other comparable chamber executives in the West?

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

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

CEO salary and benefits information is gathered annually in a confidential survey; the 2017 data represents information from more than 70% of our CEO members.

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

## Available Upon Request

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

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

## Members-Only Benefit

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

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

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

The Association makes an exception to the above policy when assisting chamber

CEO search committees in their efforts to have a competitive compensation package.

Staff salary and benefits information is gathered annually and is available in the "Members Only" section of the W.A.C.E.'s website.

Anyone with chamber CEO salary or benefit questions should contact Dave Kilby at (916) 930-1202 or [dave.kilby@calchamber.com](mailto:dave.kilby@calchamber.com).



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

May 10, 2017

TO: Taylor Smith, Your Town Chamber  
 FROM: Dave Kilby, President/CEO  
 RE: **CEO SALARY & BENEFITS INFO**

In reviewing our 2017 W.A.C.E. salary survey results, we had 15 chambers of comparable size to yours respond.

There is a wide salary range for chief executives at these chambers: \$53,500 – \$85,000. The average salary is **\$67,340**.

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

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

In addition to the salary & benefits mentioned above, six of these execs received a bonus last year. The average bonus received was \$3,350.

Thirteen of these execs has business-related mileage reimbursed on a per mile basis. The other two receive an auto allowance that averages to be \$200 per month. NOTE: auto-related compensation is in addition to the regular salary listed above.

These chambers reported having between 1 and 3 full-time employees (including the exec). In addition, 10 of these chambers reported having at least 1 part-time employee on their payroll.

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

## LIFESAVER TIPS

# Deliver Content Directly to Your Social Media



**Russell Lahodny**

with less than 10,000 followers, but if your chamber has a Twitter account, your strategy should be between one to five tweets per day to get the optimal engagement, according to some professionals.

But let's face it, some weeks are busier than others. I'm looking at you, week 52 on the calendar!

There are several ways to go about generating content, but there is one program that I have been playing with that will gather content and post it for you as well.

## Dlvr.it

I had an idea once to create a stream of news on a specific topic through a Twitter account. The idea was fun at first, but then as the page gained momentum, it required more of my time. It was eating into my personal time with my family, so I had a decision to make—kill the page or find a way to automate it. Since there were a decent number of followers, I thought I would try automating it.

I found one system that was doing great for me, but then the developers discontinued the software. In the app's email announcement, the company recommended another product—dlvr.it.

Think of dlvr.it like Hootsuite or

Anyone who handles one or more social media accounts knows how difficult it can be sometimes to have enough content to share. One post a day is a good rule of thumb for Facebook pages

TweetDeck with some other benefits. It's a place to curate content, schedule content to hit your social media account at the most optimal time, or have it automatically post to any one of your social media accounts.

## Feature Rich

The nice thing about dlvr.it, besides the fact that it has a free version, is the variety of features it provides. You can include images, GIFs, or text and schedule it much like other products. You can view engagement stats and even

features, however, that really stand out to me.

## Automation

As I mentioned earlier, I needed something that could automatically populate content to my feed without my direct involvement. Dlvr.it provides that option. I was able to set up a Google News Alert that fed directly to my Twitter feed. This solved my time issue.

## Hashtags

Another feature that I think is essential and I haven't seen on any other service—at least at the free level—is the automatic inclusion of contextually relevant, search-friendly hashtags. A tweet without a hashtag can easily get lost in a platform that generates 500 million tweets each day on average. Using this feature, your content can be more easily found.

A few other helpful features are the ability to share an article or other media that you are viewing directly through a plugin for Safari and Google Chrome. Additionally, dlvr.it provides statistics on all of your social media account in one place.

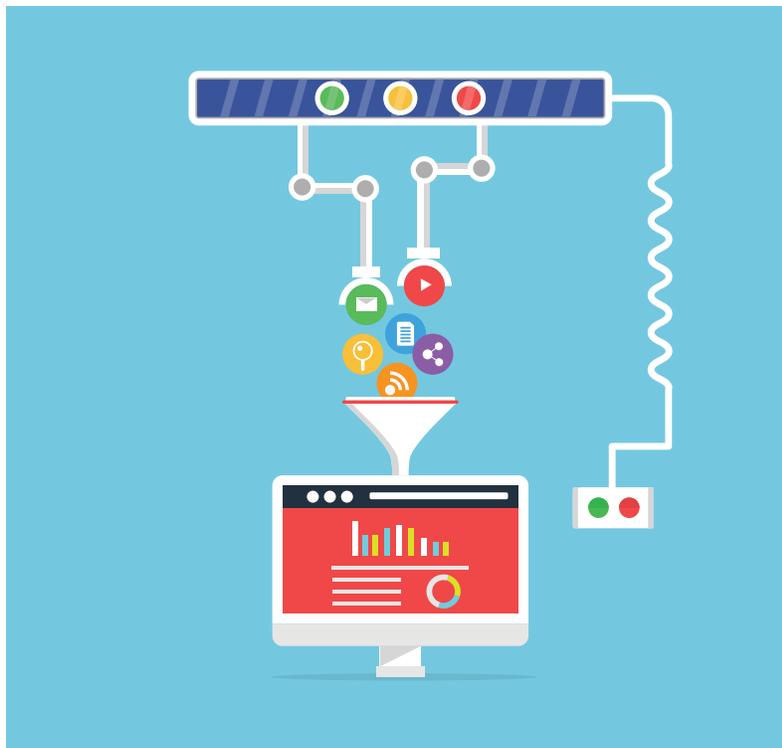
For most chambers, the "basic" or free level is all that would be needed. If more management controls were necessary, dlvr.it offers a "pro" version.

So if social media management and content curation is what you are

looking for, head to [dlvrit.com](http://dlvrit.com) and see if it fits your needs.

## Comments/Suggestions

If you have a comment or suggestion for a future Lifesaver article you would like to share, email [russell.lahodny@calchamber.com](mailto:russell.lahodny@calchamber.com).



link to your Google Analytics to see the traffic you have generated through your social media accounts. You can create custom URL shorteners to better brand your organization and conserve precious characters on your posts.

Those features are all great, but they are fairly standard across other content management sites. There are a few

## Execs Boost Community in Different Ways

From page 5

are customized to their individual communities and members they serve. Each CEO wears many hats, and the hats are all of different color and style. Yet we, the chambers, are all woven from the very same thread.

A chamber of commerce essential mission still carries the same basic premise; strengthening our local economies, while serving those that provide our existence. In each of our communities, we stand as beacons of information. We are the trusted adviser to tourists, residents, entrepreneurs, corporations, elected officials and media. If you want to know something about the inner workings of a city, business, event, or venue, you call the local chamber.

We diligently work daily at securing our special place as the "go-to source." Now, in times of technology, social media, and a somewhat distrusting audience, how do we share our message of being the most reliable outlet for all things tourism, community and happenings in our area? We have to be THE champion for stronger communities.

W.A.C.E. gives us the tools and BrandBirth put it into words so that we re-educate those who have forgotten how essential we are to our communities and members. To teach the younger generations that Google may seem to know all, but there is wisdom behind the doors with the title Chamber of Commerce.

## Chamber Executives in the News

**Marnie Uhl**, president/CEO of the Prescott Valley (AZ) Chamber, was recently selected as Prescott Area Leadership's Woman of the Year 2017.

The Mammoth Lakes (CA) Chamber has hired **Ken Brengle** as its new director. Brengle comes to the position with more than 30 years of chamber experience.

### MEETING DATES

W.A.C.E. Events • (916) 442-2223  
[www.waceonline.com](http://www.waceonline.com)

#### • Political Action Boot Camp

June 23  
San Francisco Chamber  
San Francisco, CA

#### • Academy

July 30–August 2  
Hyatt Regency  
Sacramento, CA

### OTHER EVENTS

#### • California Chamber

Capitol Summit and Host  
Breakfast  
May 31–June 1  
Hyatt Regency Sacramento  
Sacramento, CA  
[www.calchamber.com](http://www.calchamber.com)

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