

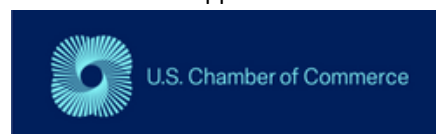


ACCE 2021 Chamber Salary and Benefits Survey Report

Association of Chamber of Commerce Executives (ACCE)

1330 Braddock Place, Suite 300
Alexandria, VA 22314
703-998-0072
www.acce.org

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Overview of the Survey

There are 210 chambers of commerce across the U.S. and Canada reporting salary and benefits data for their organizations using the Salary Survey made available to members of the Association of Chamber of Commerce Executives (ACCE).

This publication reflects data from Dynamic Chamber Benchmarking for 2021. Each chamber’s data is represented using their most recent completed fiscal year. There are five chamber comparison categories based on total revenue:

Total Revenue Category	Number Reporting in Category
Category 1: Less than \$450,000	53
Category 2: \$450,001-\$900,000	60
Category 3: \$900,001-\$2 million	41
Category 4: \$2,000,001-\$5 million	39
Category 5: Greater than \$5 million	17
Total for all 5 revenue categories	210

Data is grouped by total revenue levels to facilitate comparisons between similar chambers of commerce.

Purpose

ACCE strives to identify standards for statistics most chambers track in their organizations. Both the Chamber Operations Survey and Salary Survey are open for data entry year-round in [Dynamic Chamber Benchmarking](#). The survey questions are carefully worded to ensure appropriate apples-to-apples comparisons. Dynamic online reports are available to all ACCE members who complete the surveys. Publications created from survey results are provided to Horizon Investors and All ACCEss Pass members as a courtesy, and available to others for a fee.

Survey Methods

Survey invitations were emailed to 1,300+ chambers of commerce across the United States and Canada. All invitees are members of the Association of Chamber of Commerce Executives. The survey was administered online, and ACCE staff compiled data from surveys completed as of November 30, 2022.

Each chart has a column with the number of chambers reporting the represented data since data was not provided by all 210 survey participants for each question.

Chambers are asked to leave a question or metric blank if it does not pertain to their chamber. For example, if there is no chamber position for global trade, the chamber would leave blank any questions pertaining to a position for global trade. Chambers leaving a metric blank are not included in the “number reporting” in the charts.

Executive Summary

Compensation

Chambers are not immune to the economic and workforce challenges we've seen in recent years:

- **2015-2019:** Wages for chamber CEOs and staff remained flat.
- **2020:** We saw 65% of chambers that responded to our surveys took action to reduce staff capacity, either through permanent layoffs, temporary furloughs, not filling vacant positions or reducing employee wages or hours.
- **2021:** The data shows higher levels of wage increases as chambers seek to attract and retain talent. In fact, 9% of chambers completing our salary survey provided pay increases of 5% or higher in 2021. In 2019, only 3% of chambers reported pay increases above 5% or more.

Benefits

- **Insurance:** The percentage of chambers offering employee health, life and disability insurance remained consistent across the revenue categories.
- **Retirement:** The majority of chambers in all revenue categories continue to provide employer contributions to employee retirement accounts between 0.5% and 6%.

Employee Turnover & Outsourcing

- **Average turnover rate** across the industry increased from 10% in 2019 to 14% in 2021.
- **Top outsourced functions:** We saw an increase in chambers who outsource specific functions. The largest increases came in the following areas:
 - Information Technology: 40% in 2021, up from 28% in 2018
 - Accounting and Finance: 29% in 2021, up from 20% in 2018
 - Marketing & Communications: 17% in 2021, up from 9% in 2018
 - Human Resources: 18% in 2021, up from 11% in 2018

Compensation Levels

Beyond the CEO position, survey participants were asked to enter the annual full-time salary for the senior positions, which were described as the highest paid staff member with primary responsibilities in each of the following work areas. Mid-level and support staff positions are expected to have shared their responsibilities with those more senior in the organization. Five tables representing each revenue category follow; the 25th percentile, median and 75th percentile salaries for all positions appear on each table.

Compensation Level: Category 1 (Less than \$450,000)

Position	25th Percentile	Median	75th Percentile	Number Reporting
CEO	\$55,125	\$69,312	\$83,292	50
Administration/Operations	\$38,960	\$60,500	\$76,164	8
Communications/Marketing	\$39,500	\$42,000	\$43,470	12
Economic Development	\$42,000	\$42,000	\$42,000	2
Economic Inclusion/Diversity	-	-	-	-
Entrepreneurial & Small Business Development	\$35,900	\$40,600	45,300	2
Senior Events/Programs	\$39,639	\$42,000	\$43,794	7
Finance/Accounting	\$27,893	\$35,637	\$41,845	8
Fundraising	-	-	-	-
Global Trade/International Business	-	-	-	-
Government Relations	-	-	-	-
Information Technology	-	-	-	-
Leadership Program	\$43,397	\$45,000	\$55,000	3
Membership	\$38,045	\$42,000	\$44,440	19
Senior Tourism/CVB	-	-	-	-
Workforce/Education Attainment	-	-	-	-
Sales Representatives	\$39,000	\$40,000	\$41,000	2
Sales Manager	\$39,910	\$44,024	\$54,375	4
Senior Sales/Membership (Director/VP)	\$40,000	\$43,000	\$43,432	3
Support Staff Low Range	\$16,250	\$27,040	\$32,559	16
Support Staff High Range	\$27,040	\$32,000	\$32,617	16
Support Staff Average	\$18,543	\$29,520	\$32,588	16
Executive Assistant	\$28,704	\$32,309	\$37,750	12

Compensation Levels: Category 2 (\$450,001 - \$900,000)

Position	25th Percentile	Median	75th Percentile	Number Reporting
CEO	\$85,000	\$94,858	\$114,125	30
Senior Administration/Operations	\$43,000	\$57,792	\$67,500	9
Senior Communications/Marketing	\$50,000	\$63,109	\$65,000	9
Senior Economic Development	-	-	-	-
Senior Economic Inclusion/Diversity	-	-	-	-
Senior Entrepreneurial & Small Business Development	-	-	-	-
Senior Events/Programs	\$40,000	\$44,000	\$52,000	9
Senior Finance/Accounting	\$50,750	\$53,551	\$54,111	6
Senior Fundraising	-	-	-	-
Senior Global Trade/International Business	-	-	-	-
Senior Government Relations	\$80,000	\$80,000	\$80,000	1
Senior Information Technology	-	-	-	-
Senior Leadership Program	\$60,000	\$60,000	\$60,000	1
Senior Membership	\$72,000	\$72,000	\$72,000	1
Senior Tourism/CVB	-	-	-	-
Senior Workforce/Education Attainment	\$69,000	\$80,000	\$85,000	3
Mid-Level Administration/Operations	\$37,625	\$43,000	\$49,872	10
Mid-Level Communications/Marketing	\$41,600	\$44,000	\$47,500	13
Mid-Level Economic Development	\$50,675	\$52,000	\$61,000	3
Mid-Level Economic Inclusion/Diversity	-	-	-	-
Mid-Level Entrepreneurial Development	-	-	-	-
Mid-Level Events/Programs	\$44,250	\$47,750	\$51,875	16
Mid-Level Finance/Accounting	\$33,750	\$58,000	\$59,000	3
Mid-Level Fundraising	\$52,250	\$54,500	\$57,250	3
Mid-Level Global Trade/International Business	-	-	-	-
Mid-Level Government Relations	\$49,203	\$49,203	\$49,203	1
Mid-Level Information Technology	\$52,500	\$55,000	\$57,500	2
Mid-Level Leadership Programs	\$47,375	\$49,500	\$52,125	2
Mid-Level Membership	\$43,000	\$45,000	\$49,203	13
Mid-Level Tourism	-	-	-	-
Mid-Level Workforce/Education Attainment	-	-	-	-
Sales Representatives	\$15,000	\$18,720	\$41,000	5
Sales Manager	\$30,947	\$38,633	\$49,125	8
Senior Sales/Membership (Director/VP)	\$43,063	\$48,375	\$55,000	6
Support Staff Low Range	\$18,500	\$32,535	\$38,438	18
Support Staff High Range	\$30,900	\$36,680	\$40,800	16
Support Staff Average	\$26,750	\$34,435	\$38,938	16
Executive Assistant	\$31,200	\$33,600	\$37,500	6

Compensation Levels: Category 3 (\$900,001 - \$2 million)

Position	25th Percentile	Median	75th Percentile	Number Reporting
CEO	\$120,000	\$145,200	\$160,000	41
Senior Administration/Operations	\$70,237	\$76,399	\$95,000	23
Senior Communications/Marketing	\$58,000	\$68,969	\$74,500	12
Senior Economic Development	\$80,850	\$90,000	\$97,500	7
Senior Economic Inclusion/Diversity	-	-	-	0
Senior Entrepreneurial & Small Business Development	-	-	-	0
Senior Events/Programs	\$52,575	\$57,300	\$67,582	8
Senior Finance/Accounting	\$56,923	\$70,000	\$75,000	13
Senior Fundraising	-	-	-	-
Senior Global Trade/International Business	-	-	-	-
Senior Government Relations	\$59,300	\$60,000	\$73,750	8
Senior Information Technology	-	-	-	-
Senior Leadership Program	\$62,250	\$76,575	\$92,288	6
Senior Membership	\$48,064	\$60,000	\$77,575	11
Senior Tourism/CVB	-	-	-	-
Senior Workforce/Education Attainment	\$72,575	\$85,150	\$87,200	3
Mid-Level Administration/Operations	\$37,000	\$42,950	\$50,000	10
Mid-Level Communications/Marketing	\$42,000	\$50,000	\$53,500	21
Mid-Level Economic Development	\$52,150	\$63,375	\$66,223	6
Mid-Level Economic Inclusion/Diversity	-	-	-	-
Mid-Level Entrepreneurial & Small Business Development	\$54,984	\$62,500	\$66,300	5
Mid-Level Events/Programs	\$44,475	\$48,000	\$53,450	26
Mid-Level Finance/Accounting	\$40,000	\$48,000	\$50,000	5
Mid-Level Fundraising	\$57,500	\$67,000	\$77,000	3
Mid-Level Global Trade/International Business	-	-	-	0
Mid-Level Government Relations	\$43,500	\$46,000	\$50,000	5
Mid-Level Information Technology	-	-	-	-
Mid-Level Leadership Programs	\$46,000	\$48,000	\$56,660	5
Mid-Level Membership	\$40,500	\$45,500	\$56,319	14
Mid-Level Tourism	\$47,800	\$52,812	\$58,678	9
Mid-Level Workforce/Education Attainment	\$55,800	\$58,000	\$59,604	5
Sales Representatives	\$35,040	\$46,000	\$49,054	8
Sales Manager	\$41,000	\$50,750	\$56,250	12
Senior Sales/Membership (Director/VP)	\$35,338	\$41,064	\$52,250	9
Support Staff Low Range	\$21,475	\$30,600	\$35,270	26
Support Staff High Range	\$25,500	\$35,000	\$41,600	25
Support Staff Average	\$25,000	\$34,817	\$39,963	25
Executive Assistant	\$35,270	\$42,500	\$46,910	8

Compensation Levels: Category 4 (\$2,000,001 - \$5 million)

Position	25 th Percentile	Median	75 th Percentile	Number Reporting
CEO	\$192,602	\$230,000	\$262,763	39
Senior Administration/Operations	\$81,375	\$94,227	\$128,150	20
Senior Communications/Marketing	\$74,000	\$83,750	\$94,142	18
Senior Economic Development	\$105,013	\$124,000	\$144,200	21
Senior Economic Inclusion/Diversity	\$92,700	\$98,155	\$122,000	5
Senior Entrepreneurial & Small Business Development	\$75,163	\$85,000	\$96,558	7
Senior Events/Programs	\$73,500	\$82,500	\$91,350	6
Senior Finance/Accounting	\$89,249	\$100,000	\$111,979	26
Senior Fundraising	\$110,000	\$122,500	\$135,000	2
Senior Government Relations	\$83,213	\$110,500	\$120,941	24
Senior Leadership Program	\$75,750	\$89,000	\$102,250	4
Senior Membership	\$83,151	\$95,000	\$110,000	24
Senior Tourism/CVB	\$113,250	\$123,327	\$134,105	6
Senior Workforce/Education Attainment	\$73,250	\$85,000	\$91,939	7
Mid-Level Administration/Operations	\$42,727	\$46,000	\$53,933	8
Mid-Level Communications/Marketing	\$47,700	\$52,000	\$65,000	21
Mid-Level Economic Development	\$65,900	\$71,500	\$78,000	20
Mid-Level Economic Inclusion/Diversity	\$49,500	\$50,000	\$60,000	4
Mid-Level Entrepreneurial Development	\$55,000	\$62,333	\$74,000	11
Mid-Level Events/Programs	\$50,000	\$55,750	\$63,500	24
Mid-Level Finance/Accounting	\$48,328	\$51,000	\$56,292	10
Mid-Level Government Relations	\$50,713	\$65,899	\$81,199	12
Mid-Level Information Technology	\$60,655	\$64,500	\$71,838	7
Mid-Level Leadership Programs	\$44,325	\$49,625	\$56,784	10
Mid-Level Membership	\$41,673	\$58,904	\$67,982	12
Mid-Level Tourism	\$50,000	\$52,000	\$62,465	7
Mid-Level Workforce/Education Attainment	\$46,250	\$62,914	\$72,750	16
Sales Representatives	\$34,350	\$40,000	\$53,398	19
Sales Manager	\$44,500	\$53,000	\$63,307	12
Senior Sales/Membership (Director/VP)	\$64,750	\$73,023	\$93,542	14
Support Staff Low Range	\$33,050	\$36,500	\$40,000	33
Support Staff High Range	\$40,725	\$47,051	\$50,800	33
Support Staff Average	\$38,000	\$42,505	\$45,000	33
Executive Assistant	\$47,549	\$51,894	\$58,750	27

Compensation Levels: Category 5 (Greater than \$5 million)

Position	25th Percentile	Median	75th Percentile	Number Reporting
CEO	\$246,333	\$290,000	\$343,857	17
Senior Administration/Operations	\$131,125	\$159,532	\$165,884	14
Senior Communications/Marketing	\$99,341	\$120,000	\$140,000	11
Senior Economic Development	\$144,200	\$162,500	\$180,000	9
Senior Economic Inclusion/Diversity	\$94,060	\$96,645	\$99,388	6
Senior Entrepreneurial & Small Business Development	\$126,219	\$133,900	\$152,100	7
Senior Events/Programs	\$129,337	\$152,655	\$167,783	4
Senior Finance/Accounting	\$118,000	\$133,000	\$151,203	13
Senior Global Trade/International Business	\$118,550	\$127,100	\$135,650	2
Senior Government Relations	\$105,279	\$109,000	\$138,475	14
Senior Information Technology	\$103,950	\$107,667	\$115,250	4
Senior Membership	\$97,218	\$127,500	\$165,233	10
Senior Tourism/CVB	\$120,526	\$144,600	\$150,987	6
Senior Workforce/Education Attainment	\$116,857	\$135,600	\$155,300	6
Mid-Level Administration/Operations	\$59,679	\$65,450	\$89,415	10
Mid-Level Communications/Marketing	\$52,345	\$64,000	\$73,750	12
Mid-Level Economic Development	\$77,250	\$91,500	\$102,500	7
Mid-Level Economic Inclusion/Diversity	\$48,625	\$56,405	\$63,236	4
Mid-Level Entrepreneurial Development	\$57,800	\$65,000	\$91,500	7
Mid-Level Events/Programs	\$50,219	\$53,500	\$60,644	10
Mid-Level Finance/Accounting	\$64,241	\$66,008	\$71,050	11
Mid-Level Government Relations	\$55,135	\$59,008	\$62,000	5
Mid-Level Information Technology	\$70,869	\$71,738	\$72,607	2
Mid-Level Leadership Programs	\$46,010	\$60,000	\$63,000	5
Mid-Level Membership	\$50,000	\$66,350	\$72,180	9
Mid-Level Tourism	\$79,437	\$84,291	\$86,931	4
Mid-Level Workforce/Education Attainment	\$62,568	\$72,500	\$82,500	4
Sales Representatives	\$38,000	\$42,400	\$48,400	7
Sales Manager	\$45,000	\$50,393	\$62,488	9
Senior Sales/Membership (Director/VP)	\$65,188	\$82,500	\$100,00	5
Support Staff Low Range	\$31,200	\$35,180	\$41,325	13
Support Staff High Range	\$47,189	\$60,736	\$68,272	13
Support Staff Average	\$37,512	\$48,555	\$53,875	13
Executive Assistant	\$46,000	\$60,000	\$63,818	9

Payroll and Benefits

Median Payroll (includes Wage Ratios & Commissions)

Total Revenue Category	Number Reporting	Median Personnel Expenses as % of Total Expenses	Median Total Revenue per FTE	Median Wages & Benefits per FTE
1	73	57%	\$106,977	\$55,022
2	62	55%	\$125,940	\$65,089
3	56	53%	\$162,442	\$77,162
4	51	58%	\$187,088	\$91,219
5	22	57%	\$232,806	\$98,891

Salary Increase

Total Revenue Category	Number Reporting	No Average Salary Adjustment	Average Salary Adjustment 1-3%	Average Salary Adjustment 3-5%	Average Salary Adjustment 5-7%	Average Salary Adjustment 7+%
1	53	25%	36%	30%	2%	8%
2	53	17%	42%	28%	9%	4%
3	46	7%	39%	43%	9%	2%
4	51	8%	59%	19%	8%	5%
5	22	5%	53%	42%	0%	0%

Insurance Benefits

Total Revenue Category	Number Reporting	Employee Medical	Dependent Medical	Employee Dental	Dependent Dental	Employee Life	Employee Short-Term Disability	Employee Long-Term Disability	Employee Vision
1	54	44%	17%	43%	20%	41%	39%	31%	26%
2	56	73%	30%	55%	29%	59%	45%	48%	43%
3	55	83%	51%	67%	44%	71%	49%	58%	64%
4	37	100%	89%	95%	81%	97%	84%	95%	81%
5	19	100%	84%	95%	79%	100%	79%	95%	89%

Retirement Benefits

Total Revenue Category	Number Reporting	No Employer Contribution	Employer contributes .5 to 3% of Salary	Employer contributes 3.5 to 6% of Salary	Employer contributes 6.5 to 10% of Salary	Employer contributes 10+% of Salary
1	51	43%	35%	12%	5%	0%
2	56	21%	39%	32%	3%	2%
3	45	7%	42%	42%	9%	0%
4	37	0%	19%	46%	30%	10%
5	19	0%	5%	79%	16%	5%

Fringe Benefits

Total Revenue Category	Number Reporting	Auto Allowance	Club Memberships	Gym Memberships	Laptop or Tablet	Mobile Phone	Parking	Professional Development
1	53	33%	11%	2%	48%	46%	19%	70%
2	56	41%	18%	9%	54%	59%	34%	80%
3	46	52%	24%	11%	67%	78%	48%	78%
4	37	70%	49%	8%	86%	84%	68%	95%
5	19	47%	37%	37%	84%	79%	74%	95%

Sales Staff Commission Levels

Commission for Sales Representatives

Total Revenue Category	Number Reporting	Median Commission for New Sales
1	5	30%
2	5	35%
3	8	20%
4	15	25%
5	7	23%

Total Revenue Category	Number Reporting	Median Commission for Renewals
1	3	20%
2	5	15%
3	6	3%
4	11	7%
5	7	15%

Commission for Sales Managers

Total Revenue Category	Number Reporting	Median Commission for New Sales
1	2	8%
2	6	20%
3	7	20%
4	9	10%
5	9	21%

Total Revenue Category	Number Reporting	Median Commission for Renewals
1	-	-
2	6	4%
3	6	4%
4	6	0%
5	9	5%

Commission for Sales Department Head

Total Revenue Category	Number Reporting	Median Commission for New Sales
1	-	-
2	4	18%
3	5	20%
4	6	10%
5	4	15%

Total Revenue Category	Number Reporting	Median Commission for Renewals
1	-	-
2	3	13%
3	4	15%
4	3	1%
5	2	3%

CEO Compensation & Benefits

CEO Full Compensation

Total Revenue Category	Number Reporting	Median CEO Total Compensation Package	Total CEO Compensation as a % of Chamber Total Revenue
1	53	\$73,128	28%
2	30	\$104,101	18%
3	41	\$169,557	13%
4	39	\$284,399	9%
5	17	\$423,655	4%

CEO Compensation Component as % of Total Financial Package

Total Revenue Category	Salaries	Commission	Deferred Compensation	Bonus	Employer Contributions	Fringe Benefits
1	92%	0%	0%	2%	1%	5%
2	91%	0%	0%	3%	3%	4%
3	86%	0%	0%	6%	3%	4%
4	81%	0%	0%	10%	4%	5%
5	68%	0%	0%	16%	4%	3%

CEO Contract

Total Revenue Category	Total Number Reporting	No CEO Contract	CEO Holds 1-year Contract	CEO Holds 2-Year Contract	CEO Holds 3-Year Contract	CEO Holds 4-Year Contract	CEO Holds 5-Year Contract	CEO Holds 6+ Year Contract
1	53	77%	11%	0%	9%	0%	0%	2%
2	30	70%	13%	10%	0%	0%	7%	0%
3	41	54%	17%	2%	22%	0%	0%	0%
4	39	51%	13%	3%	18%	0%	10%	5%
5	17	50%	6%	0%	19%	12%	12%	0%

CEO's Chamber Experience in Years

Total Revenue Category	Total Number Reporting	Median Number of Years CEO in the Chamber Profession
1	53	10
2	30	13
3	41	17
4	39	16
5	17	12

Percentage of Chambers Outsourcing Various Functions

Total Revenue Category	1	2	3	4	5
None	26%	27%	46%	53%	32%
Accounting Finance	55%	45%	22%	11%	14%
Administration Operations	5%	4%	0%	5%	0%
Communications Marketing	17%	23%	9%	18%	18%
Economic Development	4%	0%	2%	5%	0%
Economic Inclusion/Diversity	0%	2%	0%	11%	0%
Entrepreneurial Development	4%	2%	0%	3%	0%
Fundraising	0%	2%	0%	5%	14%
Global Trade/ International Business	0%	0%	2%	3%	0%
Government Relations Public Policy	2%	4%	7%	11%	9%
Human Resources	12%	14%	15%	21%	27%
Information Technology/Web Support	31%	41%	24%	53%	50%
Membership	2%	4%	2%	5%	0%
Programs Events	6%	11%	2%	5%	0%
Small Business Development	2%	2%	2%	5%	5%
Tourism/CVB	2%	5%	4%	11%	14%
Workforce Education	0%	0%	2%	5%	5%

Chamber Organization's Employee Tenure in Years

Total Revenue Category	1	2	3	4	5
Median Tenure in Years	5	5	6	6	6
Median Turnover	0%	20%	13%	19%	20%



Association of Chamber of Commerce Executives

1330 Braddock Place, Suite 300, Alexandria, VA 22314 • phone 703-998-0072 • fax 888-577-9883