

# Bell Buckle Chamber Of Commerce

Executive Director / CEO

EIN 621464383

TN · NTEE S41

FY ending 2025-05-31

June 10, 2026

This analysis benchmarks the total compensation of **Heather Williams, Executive Director / CEO** (\$6,000) against **every comparable organization** that fit the selection criteria — **325** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 5<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Heather Williams — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (S41).

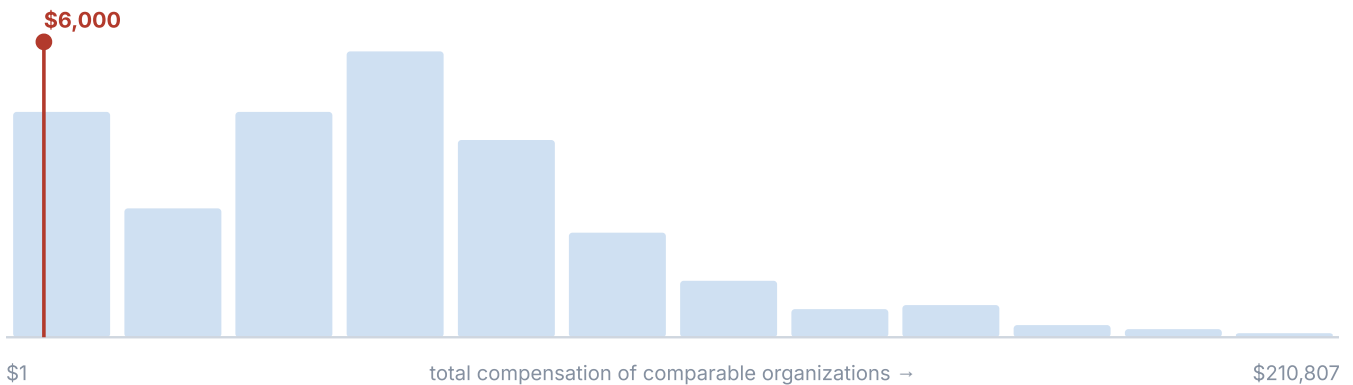
**BUDGET** Total revenue between \$119,262 and \$267,006 — 0.67x to 1.50x the subject's \$178,004 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (S41), nationwide + budget 0.67–1.5x revenue.

**325** organizations qualified on sector, size, and geography

→ **325** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$10,964

\$32,773

\$57,302

\$78,076

\$107,569

**\$6,000**



## ■ Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to TN cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Georgia Craft Brewers Guild Inc</a>	GA	\$177,836	Executive Di	\$78,600	<b>\$77,176</b>	2024
<a href="#">International Federation Of Dental Hygienists</a>	MD	\$177,618	President	\$13,900	<b>\$13,065</b>	2023
<a href="#">Window Coverings Association Of Ame</a>	NC	\$177,588	Ed	\$86,120	<b>\$89,463</b>	2023
<a href="#">Rogersville-hawkins Co Chamber Of Commerce Inc</a>	TN	\$177,576	Exec Director	\$76,223	<b>\$78,240</b>	2024
<a href="#">Dane Buy Local Inc</a>	WI	\$177,451	Executive Di	\$15,231	<b>\$15,992</b>	2023
<a href="#">National Black Professional Lobbyist Association</a>	AL	\$178,875	Executive Director	\$32,500	<b>\$35,299</b>	2023
<a href="#">Utah Petroleum Marketers</a>	UT	\$178,928	State Execut	\$69,000	<b>\$68,962</b>	2024
<a href="#">Nodaway County Economic Development Corp</a>	MO	\$176,631	Executive Director	\$100,011	<b>\$106,495</b>	2023
<a href="#">Greene County Economic Development Corp</a>	IN	\$179,871	Executive Director	\$71,087	<b>\$73,205</b>	2024
<a href="#">Alexandria Bay Chamber Of Commerce Inc</a>	NY	\$175,230	Executive Director	\$57,100	<b>\$50,386</b>	2024
<a href="#">Prescott Downtown Partnership Inc</a>	AZ	\$174,908	Executive Dir.	\$45,175	<b>\$42,426</b>	2024
<a href="#">St Bernard Chamber Of Commerce</a>	LA	\$181,286	Ceo	\$60,833	<b>\$65,413</b>	2024
<a href="#">Small Business Council Of America Inc</a>	GA	\$173,977	Secretary	\$9,000	<b>\$9,098</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Delaware Food Industry Council</a>	DE	\$173,788	Executive Director	\$158,583	<b>\$151,632</b>	2024
<a href="#">Mountain Laurel Chamber Of Commerce</a>	PA	\$182,329	Executive Director	\$34,798	<b>\$33,887</b>	2024
<a href="#">Texas Business Roundtable</a>	TX	\$182,354	Exec Director	\$66,000	<b>\$66,374</b>	2023
<a href="#">The Hundred Year Association Of Ny Inc</a>	CT	\$182,749	President	\$35,250	<b>\$32,275</b>	2024
<a href="#">Adult Day Health Care Council Inc</a>	NY	\$183,162	Executive Director	\$7,024	<b>\$6,198</b>	2024
<a href="#">Acec-ri American Council Of</a>	RI	\$183,283	Executive Di	\$75,000	<b>\$72,301</b>	2023
<a href="#">Home Builders Association Of Hickory-catawba Valley Inc</a>	NC	\$183,432	Executive Officer	\$56,782	<b>\$58,986</b>	2023
<a href="#">Butler County Medical Society</a>	OH	\$183,653	Exec Assistant	\$15,000	<b>\$15,514</b>	2024
<a href="#">West Plains Chamber Of Commerce</a>	WA	\$171,397	Executive Director	\$71,610	<b>\$62,608</b>	2024
<a href="#">Medical Toxicology Foundation</a>	AZ	\$185,030	Executive Director/board M	\$39,714	<b>\$37,297</b>	2024
<a href="#">Colorado Civil Justice League</a>	CO	\$185,106	Executive Director	\$77,000	<b>\$74,230</b>	2023
<a href="#">Midlands Business Leadership Group</a>	SC	\$185,522	Executive Di	\$95,677	<b>\$97,470</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN cost of living and 2025 dollars. Click any organization to verify the figure on ProPublica.

## ● Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to TN cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: [peerbasis.org/methodology](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	325 organizations. Compensation range \$1–\$210,807; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$178,004); for reference, expenses \$106,525 and assets \$767,874. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Heather Williams, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	19 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	12 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	5 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	5 <sup>th</sup>
Reportable pay only (column D), adjusted	10 <sup>th</sup>
All sources (D + E + F), adjusted	5 <sup>th</sup>

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

### ● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

#### Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Heather Williams) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 10, 2026, comparing compensation against 325 similarly situated organizations (Same NTEE sector (S41), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$6,000 is reasonable (approximately the 5<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date] , by a vote of [\_\_ for / \_\_ against] .

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Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 10, 2026.