

Ferndale Downtown Development Association

Executive Director / CEO

EIN 208688675
 WA · NTEE S80
 FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Melissa O'brine, Executive Director / CEO** (\$71,000) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **95th** percentile of comparable organizations above the 90th percentile — board review recommended

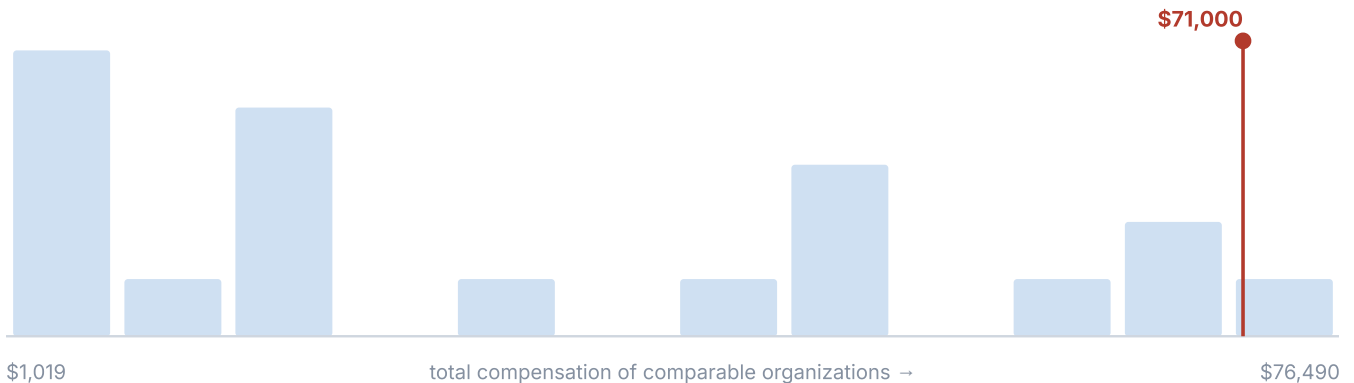
Benchmarked executive: Melissa O'brine — reported title "EXEC DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S80).
BUDGET	Total revenue between \$79,010 and \$176,889 — 0.67x to 1.50x the subject's \$117,926 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S80), nationwide + budget 0.67–1.5x revenue.

19 organizations qualified on sector, size, and geography → **19** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$2,682 10TH	\$8,476 25TH	\$18,718 MEDIAN	\$50,229 75TH	\$64,503 90TH	\$71,000 THIS ORG · 95TH
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■ 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 WA 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
Tri Valley Medical Foundation	NE	\$118,516	Foundation Director	\$56,751	\$66,221	2024
Acercamiento Hispano	SC	\$116,481	Executive Director	\$54,987	\$64,073	2023
Center For Child And Family Achievement Inc	NJ	\$115,891	Executive Director	\$17,680	\$17,126	2024
Asian American Resource Foundation Inc	GA	\$112,646	President	\$16,667	\$18,718	2023
Santa Rosa Community Services Inc	FL	\$126,025	Director	\$42,135	\$42,943	2024
Chap Corporation	MN	\$129,847	Vice President	\$12,000	\$12,864	2024
Kane County Farm Bureau Foundation	IL	\$104,203	Manager	\$14,168	\$15,112	2024
Lions Sight Conservation Foundation Inc Of W Va	WV	\$99,195	Secretary-treasurer	\$2,400	\$2,746	2025
Westside Regional Medical Staff Inc	FL	\$145,365	Chief Of Staff	\$1,000	\$1,019	2024
Baxter Snowmobile Club Inc	MN	\$88,161	Gambling Mgr	\$14,682	\$15,739	2024
Robert J Min Md Pc	NY	\$85,688	President	\$51,748	\$50,730	2024
Estill County 21st Century Inc	KY	\$83,022	Executive Director	\$41,440	\$49,728	2023
Dade City Rod And Gun Club Inc	FL	\$155,917	President	\$2,700	\$2,752	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Midlands Mediation Center	SC	\$162,078	Executive Director	\$38,958	\$45,395	2023
Literacy Council Of Southwestern Pa	PA	\$165,913	Executive Di	\$70,700	\$76,490	2024
Northern Pine Riders	MN	\$167,631	President	\$2,200	\$2,428	2023
High Plains Community Development	NE	\$170,051	Executive Di	\$54,326	\$63,390	2024
Community Chest Of Cicero	IL	\$173,650	Executive Di	\$27,000	\$28,797	2024
The Committee Of 101 Inc	KY	\$174,880	President	\$3,600	\$4,088	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA cost of living and 2023 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 WA 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.

■ Sample, role match & sensitivity

PEER COUNT	19 organizations. Compensation range \$1,019–\$76,490; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$117,926); for reference, expenses \$227,576 and assets \$365,047. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Melissa O'brine, reported title "EXEC DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	95 th
Total compensation (D + F), as reported (no adjustments)	100 th
Reportable pay only (column D), adjusted	95 th
All sources (D + E + F), adjusted	84 th

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 (Melissa O'brine) 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 9, 2026, comparing compensation against 19 similarly situated organizations (Same NTEE sector (S80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$71,000 is reasonable (approximately the 95th percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

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 9, 2026.