

# Fort Davis Chamber Of Commerce

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Pamela Knapen, Executive Director / CEO** (\$13,770) against **every comparable organization** that fit the selection criteria — **28** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **14<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

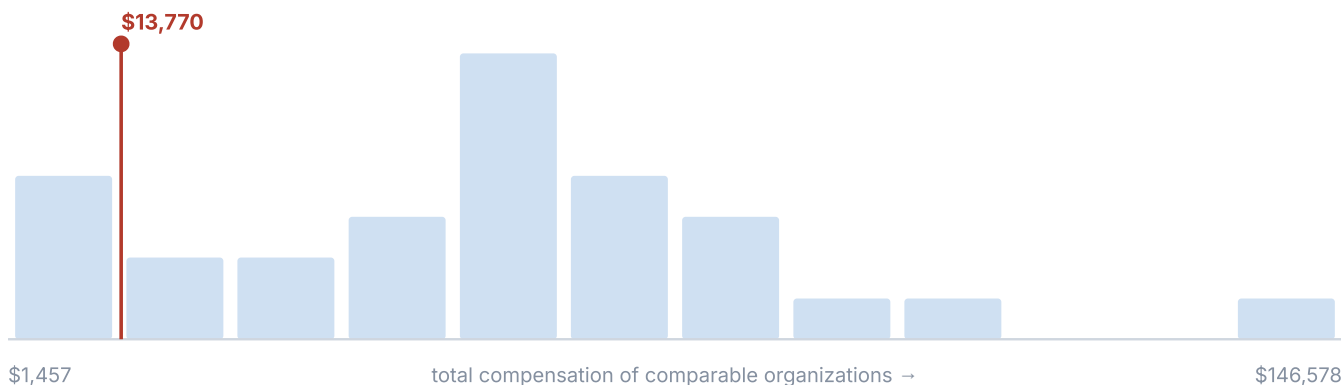
**Benchmarked executive:** Pamela Knapen — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$130,508 and \$292,183 — 0.67x to 1.50x the subject's \$194,789 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41) + TX + budget 0.67–1.5x revenue.

**28** organizations qualified on sector, size, and geography → **28** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$10,249	\$27,549	\$56,156	\$67,789	\$88,302	\$13,770
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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 TX 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="#">Camara De Comercio Hispana</a>	TX	\$187,890	Executive Di	\$24,122	<b>\$23,430</b>	2024
<a href="#">Association Of Extremitry Nerve Surgeons</a>	TX	\$202,068	Director	\$53,722	<b>\$53,722</b>	2023
<a href="#">Texas Business Roundtable</a>	TX	\$182,354	Exec Director	\$66,000	<b>\$66,000</b>	2023
<a href="#">Alafave Inc</a>	TX	\$209,157	Executive Director	\$54,000	<b>\$52,451</b>	2024
<a href="#">Unitedc3 Inc</a>	TX	\$209,835	Co-executive Director	\$63,450	<b>\$63,450</b>	2023
<a href="#">National Association Of Certified</a>	TX	\$216,295	Executive Dir.	\$100,000	<b>\$97,131</b>	2024
<a href="#">Brazoria County Hispanic Chamber Of Commerce</a>	TX	\$168,188	President	\$50,601	<b>\$49,149</b>	2024
<a href="#">Texas Organization Of Residential Care Homes</a>	TX	\$167,246	Secretary	\$61,962	<b>\$60,184</b>	2024
<a href="#">Texas Alternative Investments Association Inc</a>	TX	\$163,149	Secretary	\$10,661	<b>\$10,355</b>	2024
<a href="#">Greater East Dallas Chamber Of Commerce</a>	TX	\$162,675	Executive Staff	\$39,900	<b>\$39,900</b>	2023
<a href="#">Orange Chamber Of Commerce</a>	TX	\$227,908	President & Ceo	\$77,218	<b>\$75,003</b>	2024
<a href="#">Ellinger Chamber Of Commerce</a>	TX	\$161,046	Director	\$3,600	<b>\$3,497</b>	2024
<a href="#">The Colony Chamber Of Commerce Inc</a>	TX	\$160,967	Executive Director	\$26,890	<b>\$26,119</b>	2024
<a href="#">Lower Rio Grande Valley Chapter Of</a>	TX	\$160,611	Executive Di	\$65,114	<b>\$65,114</b>	2023
<a href="#">Main Street Texarkana</a>	TX	\$229,139	Executive Dir.	\$60,320	<b>\$58,589</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Texas Cotton Association</a>	TX	\$231,903	Exec Vice Pres	\$63,000	<b>\$61,193</b>	2024
<a href="#">Desoto Chamber Of Commerce</a>	TX	\$232,518	Presidentceo	\$60,000	<b>\$60,000</b>	2023
<a href="#">International Association Of Venue</a>	TX	\$157,024	President & Ceo	\$28,854	<b>\$28,026</b>	2024
<a href="#">Asc Inc</a>	TX	\$241,661	Ceo	\$103,437	<b>\$100,469</b>	2024
<a href="#">Alamo Angels</a>	TX	\$250,232	Executive Director	\$16,360	<b>\$16,360</b>	2023
<a href="#">South Congress Improvement Assoc</a>	TX	\$263,862	Executive Di	\$40,048	<b>\$38,899</b>	2024
<a href="#">Gillespie County Economic</a>	TX	\$264,944	Executive Director	\$150,907	<b>\$146,578</b>	2024
<a href="#">Texas Land &amp; Mineral Owners Association</a>	TX	\$266,057	Executive Director	\$84,518	<b>\$84,518</b>	2023
<a href="#">Theatre Owners Of Mid-america</a>	TX	\$269,538	Executive Director	\$52,684	<b>\$52,684</b>	2023
<a href="#">Truckers Service Association</a>	TX	\$273,129	President	\$1,500	<b>\$1,457</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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](http://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 28 organizations. Compensation range \$1,457–\$146,578; filing years 2023–2024.

**SIZE BASIS** Matched on total revenue (\$194,789); for reference, expenses \$152,787 and assets \$176,843.

ROLE MATCH	Pamela Knapen, reported title " <i>Executive Director</i> ", 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.
OUTLIERS	1 peer 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	14 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	14 <sup>th</sup>
Reportable pay only (column D), adjusted	21 <sup>st</sup>
All sources (D + E + F), adjusted	14 <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 (Pamela Knapen) 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 28 similarly situated organizations (Same NTEE sector (S41) + TX + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$13,770 is reasonable (approximately the 14<sup>th</sup> 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.