

Foundation For Strategic Sourcing Inc

Executive Director / CEO

EIN 260333090

VA · NTEE S41

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Michele Cerminaro, Executive Director / CEO** (\$46,669) 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 **16th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Michele Cerminaro — reported title “Executive Dir.”, 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 \$158,669 and \$355,230 — 0.67x to 1.50x the subject's \$236,820 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (S41) + VA + 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



\$24,705	\$59,122	\$75,912	\$111,912	\$148,466	\$46,669
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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 VA 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
Federal It Security Institute	VA	\$243,057	Executive Director And Ceo	\$30,000	\$29,139	2024
Asian American Chamber	VA	\$243,269	President	\$75,000	\$72,848	2024
State Business Executives	VA	\$250,000	President & Ceo	\$121,500	\$118,014	2024
Bedford Chamber Of Commerce Inc	VA	\$221,895	President	\$55,108	\$55,108	2023
Int'l Conf Of Symphony And Opera Musicians	VA	\$259,149	Chairperson	\$7,363	\$6,967	2025
Reflective Insulation Manufacturers Assn	VA	\$210,409	Executive Direc	\$84,000	\$84,000	2023
Virginia Association Of Independent	VA	\$202,244	Executive Dir.	\$108,934	\$105,809	2024
Charlottesville Business Innovation	VA	\$274,073	Executive Director	\$76,667	\$74,467	2024
Professional Travel Agents Of North	VA	\$275,101	Treasurer	\$4,200	\$4,080	2024
Mobilizing And Organizing Virginians For Engagement	VA	\$277,499	Executive Director	\$94,000	\$91,303	2024
Shared Services Leadership Coalition	VA	\$278,150	Founder, Ceo & Board Membe	\$180,000	\$180,000	2023
Virginia Beach Restaurant Association	VA	\$190,615	Executive Director	\$68,383	\$68,383	2023
Vienna Business Association	VA	\$189,060	Executive Di	\$80,222	\$75,912	2025
Hopewell Prince George Chamber Of Commerce	VA	\$292,646	Ceo	\$80,000	\$80,000	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Louisa County Chamber Of Commerce	VA	\$165,743	Executive Director	\$53,003	\$53,003	2023
Taan Worldwide Inc	VA	\$319,194	President	\$140,583	\$140,583	2023
Powhatan Chamber Of Commerce	VA	\$326,450	Executive Director	\$65,000	\$63,135	2024
Virginia Loggers Association Inc	VA	\$334,889	Executive Di	\$125,000	\$121,414	2024
The Greater Richmond Chamber Foundation	VA	\$335,163	Chamber Ceo	\$439,811	\$427,193	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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 \$4,080–\$427,193; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$236,820); for reference, expenses \$203,971 and assets \$124,409.
ROLE MATCH	Michele Cerminaro, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
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	16 th
Total compensation (D + F), as reported (no adjustments)	16 th
Reportable pay only (column D), adjusted	16 th
All sources (D + E + F), adjusted	16 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 (Michele Cerminaro) 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 (S41) + VA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$46,669 is reasonable (approximately the 16th 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.