

Tappahannock Main Street

Executive Director / CEO

This analysis benchmarks the total compensation of **Elizabeth Sharpe, Executive Director / CEO** (\$66,900) against **every comparable organization** that fit the selection criteria — **305** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **56th** percentile of comparable organizations within the typical range

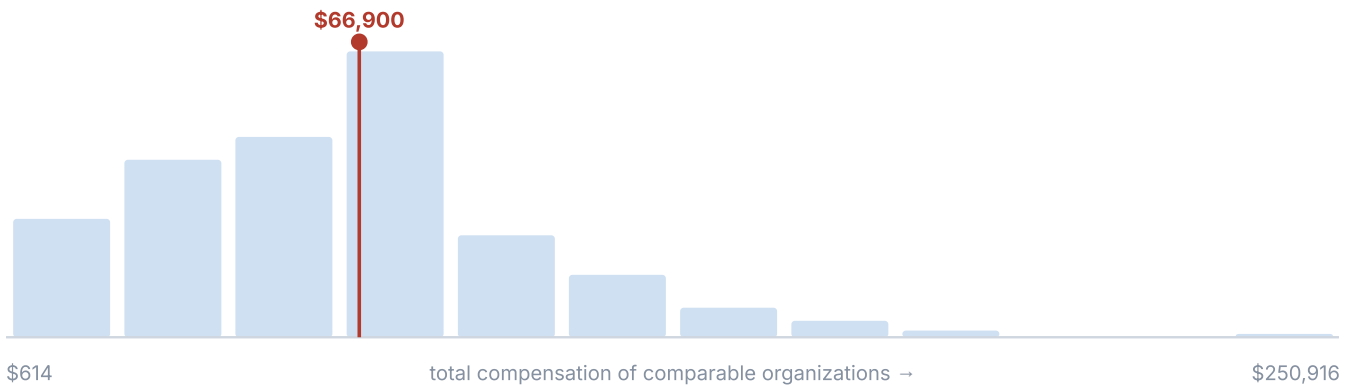
Benchmarked executive: Elizabeth Sharpe — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20).
BUDGET	Total revenue between \$219,155 and \$490,647 — 0.67x to 1.50x the subject's \$327,098 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

305 organizations qualified on sector, size, and geography → **305** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,788	\$36,463	\$63,756	\$81,914	\$111,618	\$66,900
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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
Blues To Green Inc	MA	\$327,638	Executive Di	\$59,208	\$53,523	2024
Northend Rise Inc	FL	\$327,715	Executive Director (Former)	\$152,690	\$148,559	2023
West End Revitalization Association	NC	\$327,896	Co-founder Director	\$37,450	\$40,077	2023
World Servants Inc	PA	\$326,260	Executive Di	\$90,000	\$90,287	2024
The Pest Management Foundation Inc	VA	\$328,040	Ceo Npma	\$37,002	\$37,002	2023
Fulton Economic Development Corp	IN	\$325,896	Executive Director	\$82,355	\$87,367	2024
Capital Area Health Alliance	MI	\$325,169	Executive Di	\$107,540	\$111,663	2024
Main Street Medina Inc	OH	\$329,790	Executive Director	\$68,377	\$72,854	2024
Believe In Bristol Inc	TN	\$324,220	Ex Dir	\$60,000	\$61,809	2025
Warroad Community Development	MN	\$330,238	President/ceo	\$86,353	\$85,837	2024
Kingsbridge District Management Association Inc	NY	\$330,509	Exec Director	\$40,365	\$36,693	2024
Uptown Partnership Incorporated	CA	\$323,144	Executive Director	\$95,434	\$85,348	2023
Dubois County Area Development Corp	IN	\$322,485	President-co	\$116,244	\$126,961	2023
DeKalb Co Senior Citizens Council Inc	MO	\$331,745	Administrator	\$29,861	\$31,816	2024
Friends Of Georgetown	DC	\$322,036	Executive Director	\$77,787	\$68,668	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sustaining Way	SC	\$332,175	Executive Di	\$77,258	\$81,080	2024
Bayside Village Business Improvement	NY	\$322,011	Executive Dir.	\$38,178	\$34,705	2024
The Orinda Association	CA	\$321,844	Secretary	\$17,125	\$14,876	2024
Masters Of Coin	AZ	\$333,005	Presceo	\$43,003	\$41,604	2024
Freeway Park Neighborhood Group	WA	\$321,133	Executive Director	\$87,707	\$78,994	2024
Extreme Community Makeover	CO	\$333,208	Executive Director	\$86,241	\$83,189	2024
Concerned Communities For America Inc	DC	\$333,333	Ceo	\$75,000	\$68,163	2023
Homsite Fund Inc	NY	\$333,879	Director	\$19,020	\$17,289	2024
Downtown Statesville Development	NC	\$334,303	Executive Dir.	\$63,839	\$66,356	2024
Hellgate Management Corporation	NY	\$334,528	President	\$70,634	\$66,104	2023

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 **305** organizations. Compensation range \$614–\$250,916; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$327,098); for reference, expenses \$241,722 and assets \$177,069.

ROLE MATCH	Elizabeth Sharpe, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	16 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	6 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	56 th
Total compensation (D + F), as reported (no adjustments)	54 th
Reportable pay only (column D), adjusted	57 th
All sources (D + E + F), adjusted	51 st

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 (Elizabeth Sharpe) 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 305 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$66,900 is reasonable (approximately the 56th 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.