

Neighborhood Conservation Services

Executive Director / CEO

EIN 341326318

OH · NTEE S200

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Karen Hardesty, Executive Director / CEO** (\$59,246) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **47th** percentile of comparable organizations within the typical range

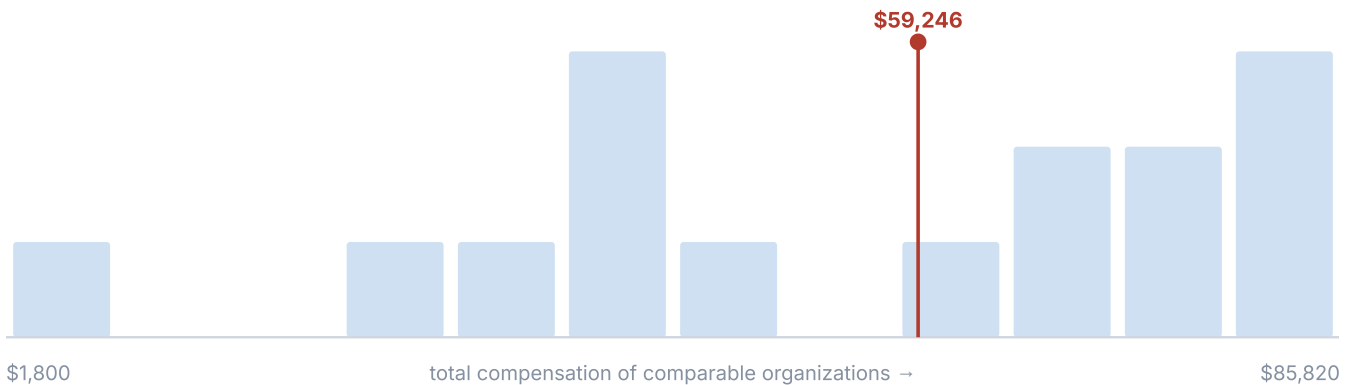
Benchmarked executive: Karen Hardesty — reported title “EXEC DIR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S200).
BUDGET	Total revenue between \$298,941 and \$669,271 — 0.67x to 1.50x the subject's \$446,181 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20) + OH + budget 0.67–1.5x revenue.

15 organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$29,599	\$39,662	\$63,627	\$74,743	\$83,843	\$59,246
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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 OH 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
Downtown Mansfield Inc	OH	\$433,938	Executive Di	\$67,784	\$67,784	2023
North Union Farmers Market	OH	\$430,713	Executive Di	\$87,814	\$85,295	2024
Historic Downtown Millersburg Inc	OH	\$426,715	Executive Director	\$41,667	\$40,472	2024
Leipsic Community Center	OH	\$416,554	Executive Di	\$31,185	\$30,290	2024
Associated Neighborhood Centers	OH	\$410,835	Executive Director	\$48,500	\$47,109	2024
J Jireh Development Corp	OH	\$489,023	Executive Di	\$30,000	\$29,139	2024
South Euclid Community Urban Redevelopment Corp	OH	\$491,400	Executive Director Former	\$65,506	\$63,627	2024
Westown Community Development Corp	OH	\$398,892	Executive Di	\$84,078	\$81,666	2024
Riverview International Center Inc	OH	\$494,255	Executive Di	\$75,000	\$72,848	2024
Gertrude Wood Community Foundation	OH	\$499,224	Affordable Housing Director	\$45,006	\$43,715	2024
The Dayton Equity Center	OH	\$524,562	Executive Dir.	\$40,000	\$38,852	2024
Columbus Organizing Project	OH	\$355,451	Lead Organizer	\$78,901	\$76,637	2024
Community Building Partnership Of Stark	OH	\$554,600	Executive Director	\$85,820	\$85,820	2023
Main Street Medina Inc	OH	\$329,790	Executive Director	\$68,377	\$66,415	2024
Morgan County Improvement	OH	\$634,170	Board Member	\$1,800	\$1,800	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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	15 organizations. Compensation range \$1,800–\$85,820; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$446,181); for reference, expenses \$510,038 and assets \$1,092,030.
ROLE MATCH	Karen Hardesty, reported title "EXEC DIR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer 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	47 th
Total compensation (D + F), as reported (no adjustments)	47 th
Reportable pay only (column D), adjusted	47 th
All sources (D + E + F), adjusted	40 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 (Karen Hardesty) 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 15 similarly situated organizations (Same NTEE sector (S20) + OH + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$59,246 is reasonable (approximately the 47th 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.