

Tilghman Area Youth Association Inc

Executive Director / CEO

EIN 450650952

MD · NTEE O50

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Elizabeth Fletcher, Executive Director / CEO** (\$26,839) against **every comparable organization** that fit the selection criteria — **224** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **29th** percentile of comparable organizations within the typical range

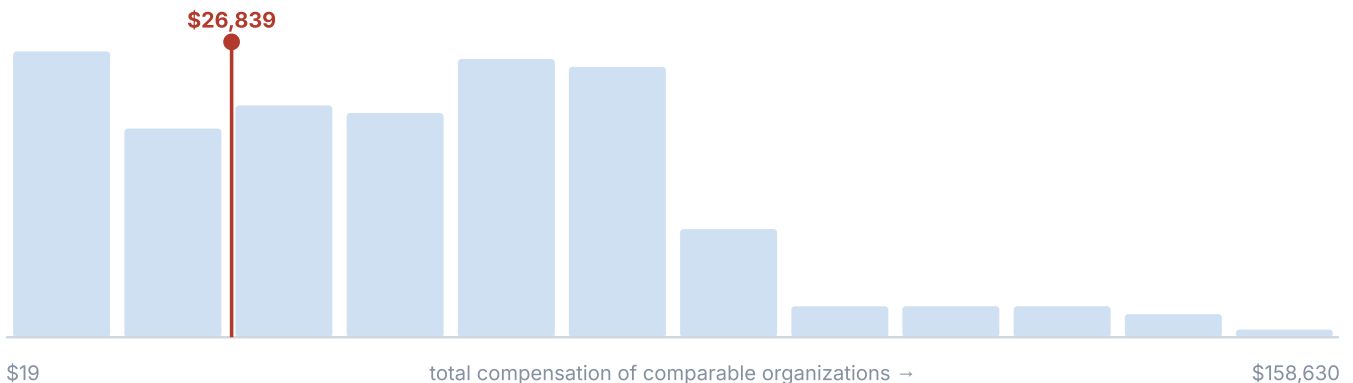
Benchmarked executive: Elizabeth Fletcher — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O50).
BUDGET	Total revenue between \$106,072 and \$237,475 — 0.67x to 1.50x the subject's \$158,317 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O50), nationwide + budget 0.67–1.5x revenue.

224 organizations qualified on sector, size, and geography → **224** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,152	\$22,929	\$48,296	\$70,268	\$83,495	\$26,839
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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 MD 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
Hip-hope Inc	IA	\$158,432	Chaplain/bookkeeper	\$1,500	\$1,757	2024
Toughest Kids Inc	GA	\$158,664	Executive Di	\$3,000	\$3,226	2024
The Play4peace Initiative	MA	\$157,947	President, C	\$45,000	\$43,253	2024
South Central Education Development Inc	WV	\$158,951	President/executive Director	\$90,208	\$104,473	2024
Byrd House Behavioral Youth Resource Development Incorporated	GA	\$157,072	Executive Director	\$2,100	\$2,259	2024
Childrens Books On Wheels	TX	\$159,781	President	\$72,800	\$80,193	2023
Game Changers Leadership And Peer	OH	\$155,990	Executive Di	\$97,800	\$107,941	2025
Girls On The Run Orlando Inc	FL	\$155,730	Executive Dir.	\$13,750	\$13,816	2024
Inland Circle	CA	\$161,393	Chief Executive Officer	\$26,550	\$24,522	2024
Shoreline Sports Foundation	WA	\$161,614	Executive Dir.	\$58,900	\$56,405	2024
Young Women Lead Inc	KY	\$161,844	Executive Director	\$56,583	\$65,024	2024
The Academy365 Inc	NJ	\$154,739	Ceo	\$21,496	\$20,529	2024
Girls On The Run Greater Connecticut	CT	\$161,914	Executive Director	\$39,334	\$38,431	2025
Helix Illinois Nfp	IL	\$154,307	Executive Dir.	\$30,000	\$31,547	2024
Sis Circles Inc	GA	\$162,427	Key Employee	\$63,900	\$68,724	2024
Laurel Highlands	PA	\$153,517	President/tr	\$5,834	\$6,223	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Abilities Movement Inc	NY	\$153,057	Executive Director	\$68,840	\$64,822	2025
Kidnected World	UT	\$163,909	Coo	\$72,000	\$78,821	2024
Youth Opportunity Foundation Inc	IN	\$151,861	Ceo	\$63,581	\$71,718	2024
Child Evangelism Fellowship Of Dauphin County Inc	PA	\$164,829	Ministry Director	\$48,787	\$52,039	2024
The Coleman A Young Ii Educational	MI	\$151,621	Donor Relations Mgr	\$13,900	\$15,800	2023
Suburban Balance	MO	\$150,874	President & Ceo	\$62,000	\$70,240	2024
Girls Rock St Pete Inc	FL	\$165,821	Director	\$68,083	\$68,412	2024
Soul River Inc	OR	\$165,888	President	\$80,040	\$79,505	2024
Hornets Hive	MN	\$165,935	Executive Director	\$15,080	\$16,409	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD cost of living and 2024 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 MD 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	224 organizations. Compensation range \$19–\$158,630; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$158,317); for reference, expenses \$119,455 and assets \$174,336.
ROLE MATCH	Elizabeth Fletcher, reported title <i>"Executive Dir."</i> , 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.

OUTLIERS 2 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	29 th
Total compensation (D + F), as reported (no adjustments)	31 st
Reportable pay only (column D), adjusted	30 th
All sources (D + E + F), adjusted	29 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 (Elizabeth Fletcher) 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 224 similarly situated organizations (Same NTEE sector (O50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$26,839 is reasonable (approximately the 29th 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.