

# Downtown Community Partnership

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Cynthia Graffeo, Executive Director / CEO** (\$69,556) against **every comparable organization** that fit the selection criteria — **531** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **34<sup>th</sup>** percentile of comparable organizations within the typical range

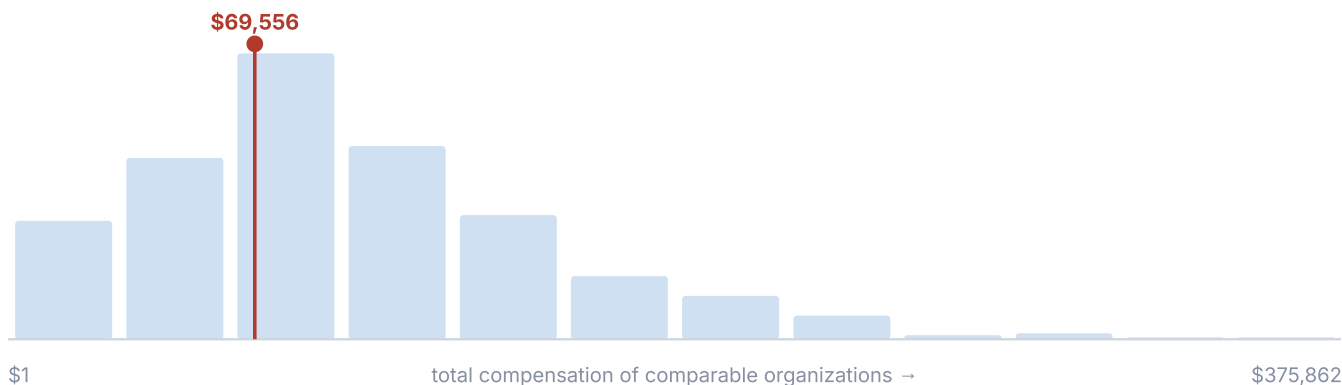
**Benchmarked executive:** Cynthia Graffeo — reported title “CEO/PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

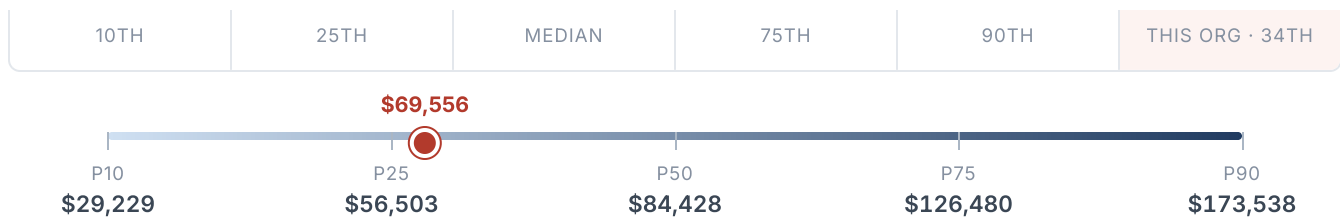
SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$322,808 and \$722,706 — 0.67x to 1.50x the subject's \$481,804 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41), nationwide + budget 0.67–1.5x revenue.

**531** organizations qualified on sector, size, and geography → **531** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$29,229	\$56,503	\$84,428	\$126,480	\$173,538	\$69,556
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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 ND 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="#">Alliance For Dade Inc</a>	GA	\$480,435	President And Ceo	\$70,875	<b>\$63,076</b>	2024
<a href="#">Fiscal Partners Inc</a>	MA	\$483,314	President & Executive Dire	\$173,094	<b>\$137,672</b>	2024
<a href="#">Connectup Institute</a>	MN	\$479,058	President	\$88,833	<b>\$79,986</b>	2023
<a href="#">Greater Piedmont Area Association</a>	VA	\$485,291	Executive Of	\$142,534	<b>\$125,407</b>	2023
<a href="#">Workforce Fairness Institute Inc</a>	VA	\$478,179	Secretary, Director	\$10,000	<b>\$8,798</b>	2023
<a href="#">Wisconsin High School Football</a>	WI	\$485,679	Executive Director	\$55,000	<b>\$49,529</b>	2025
<a href="#">Signature User Group Inc</a>	FL	\$477,920	Executive Director	\$62,750	<b>\$52,176</b>	2024
<a href="#">Arkansas Ready Mixed Concrete Association Inc</a>	AR	\$477,664	Exec Director	\$96,164	<b>\$93,206</b>	2025
<a href="#">Carolinas Chapter - Cmaa</a>	NC	\$477,616	Member Services Manager	\$70,355	<b>\$64,343</b>	2024
<a href="#">Visit Newberg</a>	OR	\$486,604	Executive Di	\$100,577	<b>\$82,669</b>	2024
<a href="#">Mid South Sign Association Inc</a>	TN	\$476,999	Executive Director	\$67,714	<b>\$64,859</b>	2023
<a href="#">Medical Staff Of Childrens Hospital &amp;</a>	CA	\$487,290	President	\$35,000	<b>\$26,750</b>	2024
<a href="#">Precastprestressed Con Ins Ne</a>	NY	\$476,290	Key Employee	\$168,258	<b>\$131,103</b>	2025
<a href="#">Juniata River Valley Visitors Bureau</a>	PA	\$475,732	Executive Director	\$54,567	<b>\$48,163</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Concrete Industry Board Inc</a>	NY	\$488,205	Executive Director	\$66,615	<b>\$54,852</b>	2023
<a href="#">Norfolk Area Visitors Bureau</a>	NE	\$488,924	Executive Di	\$79,596	<b>\$75,773</b>	2024
<a href="#">Homebuilders Association Of Jackson Inc</a>	MS	\$488,928	Executive Vice President	\$99,810	<b>\$98,390</b>	2024
<a href="#">Mass Funeral Directors Assoc Inc</a>	MA	\$474,522	Exec Director	\$63,158	<b>\$48,939</b>	2025
<a href="#">North Texas Gay Lesbian Bisexual</a>	TX	\$489,096	President/ceo	\$92,672	<b>\$82,049</b>	2024
<a href="#">West Slope Colorado Oil &amp; Gas</a>	CO	\$489,396	Executive Director	\$175,345	<b>\$148,815</b>	2024
<a href="#">Association Of Educational Purchasing Agencies</a>	NM	\$474,160	Exec Director	\$97,000	<b>\$95,069</b>	2023
<a href="#">Committee Of Chief Risk Officers Inc</a>	TX	\$473,946	Director	\$259,448	<b>\$236,493</b>	2023
<a href="#">Ashland Alliance Corporation</a>	KY	\$489,844	President	\$128,210	<b>\$125,518</b>	2023
<a href="#">Crew Charlotte Inc</a>	NC	\$473,737	Executive Director	\$104,044	<b>\$97,963</b>	2023
<a href="#">Aerospace Futures Alliance Of Washington</a>	WA	\$489,873	Executive Director (Thru 12/23)	\$138,128	<b>\$112,690</b>	2023

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

## ■ Sample, role match & sensitivity

PEER COUNT **531** organizations. Compensation range \$1–\$375,862; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$481,804); for reference, expenses \$460,897 and assets \$240,072.
ROLE MATCH	Cynthia Graffeo, reported title "CEO/PRESIDENT", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	13 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	34 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	28 <sup>th</sup>
Reportable pay only (column D), adjusted	31 <sup>st</sup>
All sources (D + E + F), adjusted	30 <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 (Cynthia Graffeo) 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 531 similarly situated organizations (Same NTEE sector (S41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$69,556 is reasonable (approximately the 34<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.