

# Shared Services Leadership Coalition

Executive Director / CEO

EIN 471379826  
 VA · NTEE S41  
 FY ending 2023-12-31  
 June 9, 2026

This analysis benchmarks the total compensation of **John Marshall, Executive Director / CEO** (\$180,000) against **every comparable organization** that fit the selection criteria — **23** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **96<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

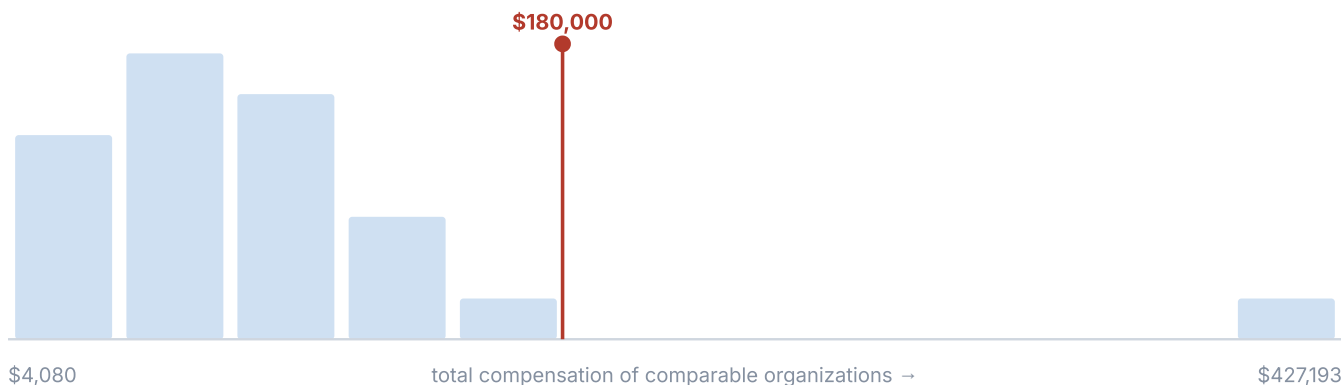
**Benchmarked executive:** John Marshall — reported title "FOUNDER, CEO & BOARD MEMBE", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$186,360 and \$417,225 — 0.67x to 1.50x the subject's \$278,150 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41) + VA + budget 0.67–1.5x revenue.

**23** organizations qualified on sector, size, and geography → **23** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$29,699	\$47,664	\$74,467	\$98,556	\$136,749	<b>\$180,000</b>
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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
<a href="#">Mobilizing And Organizing Virginians For Engagement</a>	VA	\$277,499	Executive Director	\$94,000	<b>\$91,303</b>	2024
<a href="#">Professional Travel Agents Of North</a>	VA	\$275,101	Treasurer	\$4,200	<b>\$4,080</b>	2024
<a href="#">Charlottesville Business Innovation</a>	VA	\$274,073	Executive Director	\$76,667	<b>\$74,467</b>	2024
<a href="#">Hopewell Prince George Chamber Of Commerce</a>	VA	\$292,646	Ceo	\$80,000	<b>\$80,000</b>	2023
<a href="#">Int'l Conf Of Symphony And Opera Musicians</a>	VA	\$259,149	Chairperson	\$7,363	<b>\$6,967</b>	2025
<a href="#">State Business Executives</a>	VA	\$250,000	President & Ceo	\$121,500	<b>\$118,014</b>	2024
<a href="#">Asian American Chamber</a>	VA	\$243,269	President	\$75,000	<b>\$72,848</b>	2024
<a href="#">Federal It Security Institute</a>	VA	\$243,057	Executive Director And Ceo	\$30,000	<b>\$29,139</b>	2024
<a href="#">Taan Worldwide Inc</a>	VA	\$319,194	President	\$140,583	<b>\$140,583</b>	2023
<a href="#">Foundation For Strategic Sourcing Inc</a>	VA	\$236,820	Executive Dir.	\$46,669	<b>\$46,669</b>	2023
<a href="#">Powhatan Chamber Of Commerce</a>	VA	\$326,450	Executive Director	\$65,000	<b>\$63,135</b>	2024
<a href="#">Bedford Chamber Of Commerce Inc</a>	VA	\$221,895	President	\$55,108	<b>\$55,108</b>	2023
<a href="#">Virginia Loggers Association Inc</a>	VA	\$334,889	Executive Di	\$125,000	<b>\$121,414</b>	2024
<a href="#">The Greater Richmond Chamber Foundation</a>	VA	\$335,163	Chamber Ceo	\$439,811	<b>\$427,193</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Reflective Insulation Manufacturers Assn</a>	VA	\$210,409	Executive Direc	\$84,000	<b>\$84,000</b>	2023
<a href="#">Virginia Association Of Independent</a>	VA	\$202,244	Executive Dir.	\$108,934	<b>\$105,809</b>	2024
<a href="#">Association Of State Criminal</a>	VA	\$359,801	Executive Dir.	\$40,000	<b>\$38,852</b>	2024
<a href="#">Virginia Beach Restaurant Association</a>	VA	\$190,615	Executive Director	\$68,383	<b>\$68,383</b>	2023
<a href="#">Vienna Business Association</a>	VA	\$189,060	Executive Di	\$80,222	<b>\$75,912</b>	2025
<a href="#">Industrial Packaging Alliance Of North</a>	VA	\$369,739	President And Ceo	\$163,765	<b>\$159,067</b>	2024
<a href="#">Greater Augusta Regional Chamber Of</a>	VA	\$380,216	President/ce	\$86,800	<b>\$84,310</b>	2024
<a href="#">The Management Round Table</a>	VA	\$380,750	Interim Executive Director	\$32,883	<b>\$31,940</b>	2024
<a href="#">Martinsville-henry County Chamber Of Commerce Inc</a>	VA	\$394,508	President	\$48,659	<b>\$48,659</b>	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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

**PEER COUNT** 23 organizations. Compensation range \$4,080–\$427,193; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$278,150); for reference, expenses \$420,656 and assets \$181,404. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

**ROLE MATCH** John Marshall, reported title "*FOUNDER, CEO & BOARD MEMBE*", 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	96 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	96 <sup>th</sup>
Reportable pay only (column D), adjusted	91 <sup>st</sup>
All sources (D + E + F), adjusted	96 <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 (John Marshall) 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 23 similarly situated organizations (Same NTEE sector (S41) + VA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$180,000 is reasonable (approximately the 96<sup>th</sup> 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.