

Greater Piedmont Area Association

Executive Director / CEO

EIN 541743267
 VA · NTEE S41
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Debbie W Werling, Executive Director / CEO** (\$142,534) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68th** percentile of comparable organizations within the typical range

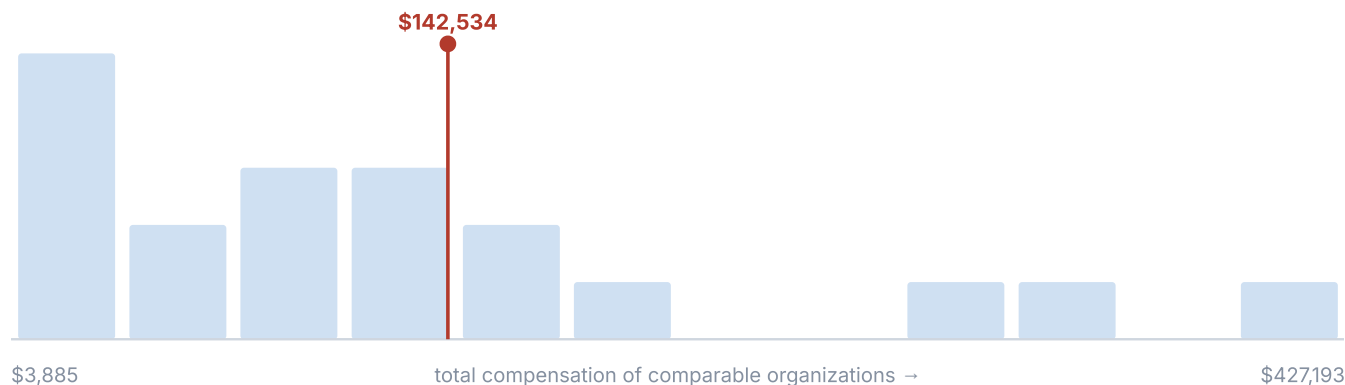
Benchmarked executive: Debbie W Werling — reported title "EXECUTIVE OF", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$325,144 and \$727,936 — 0.67x to 1.50x the subject's \$485,291 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41) + VA + budget 0.67–1.5x revenue.

19 organizations qualified on sector, size, and geography → **19** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$24,396	\$43,756	\$95,958	\$152,088	\$313,921	\$142,534
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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
Workforce Fairness Institute Inc	VA	\$478,179	Secretary, Director	\$10,000	\$10,000	2023
Armed Forces Marketing Council	VA	\$470,536	President	\$351,695	\$341,605	2024
Kantara Initiative Inc	VA	\$570,385	Executive Director	\$145,109	\$145,109	2023
Martinsville-henry County Chamber Of Commerce Inc	VA	\$394,508	President	\$48,659	\$48,659	2023
Virginia Hispanic Chamber Of Commerce	VA	\$586,222	President	\$95,958	\$95,958	2023
The Management Round Table	VA	\$380,750	Interim Executive Director	\$32,883	\$31,940	2024
Air Medical Operators Association	VA	\$590,000	Executive Director	\$188,403	\$182,998	2024
Greater Augusta Regional Chamber Of	VA	\$380,216	President/ce	\$86,800	\$84,310	2024
Industrial Packaging Alliance Of North	VA	\$369,739	President And Ceo	\$163,765	\$159,067	2024
Association Of State Criminal	VA	\$359,801	Executive Dir.	\$40,000	\$38,852	2024
National Home Delivery Association	VA	\$613,735	Executive Director	\$97,475	\$94,678	2024
The Greater Richmond Chamber Foundation	VA	\$335,163	Chamber Ceo	\$439,811	\$427,193	2024
Virginia Loggers Association Inc	VA	\$334,889	Executive Di	\$125,000	\$121,414	2024
Powhatan Chamber Of Commerce	VA	\$326,450	Executive Director	\$65,000	\$63,135	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Eastern Shore Of Virginia Tourism	VA	\$646,797	Destination	\$29,585	\$27,995	2025
Federal Forest Resource Coalition	VA	\$654,970	Executive Director	\$307,000	\$307,000	2023
Advocating For Seniors	VA	\$716,335	Chair	\$4,000	\$3,885	2024
Downtown Hampton Development Partnership	VA	\$721,455	Executive Director	\$127,049	\$123,404	2024
Shenandoah Valley Partnership Inc	VA	\$724,205	Executive Director	\$146,537	\$142,333	2024

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	19 organizations. Compensation range \$3,885–\$427,193; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$485,291); for reference, expenses \$462,700 and assets \$2,319,360.
ROLE MATCH	Debbie W Werling, reported title "EXECUTIVE OF", benchmarked as Executive Director / CEO. The title maps directly to this role.
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	68 th
Total compensation (D + F), as reported (no adjustments)	63 rd
Reportable pay only (column D), adjusted	68 th
All sources (D + E + F), adjusted	68 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 (Debbie W Werling) 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 19 similarly situated organizations (Same NTEE sector (S41) + VA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$142,534 is reasonable (approximately the 68th 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.