

Bakery Confectionery Tobacco

Executive Director / CEO

EIN 620641744
 TN · NTEE S46
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Rob Eafen, Executive Director / CEO** (\$12,587) against **every comparable organization** that fit the selection criteria — **1152** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **13th** percentile of comparable organizations below the typical range for comparable organizations

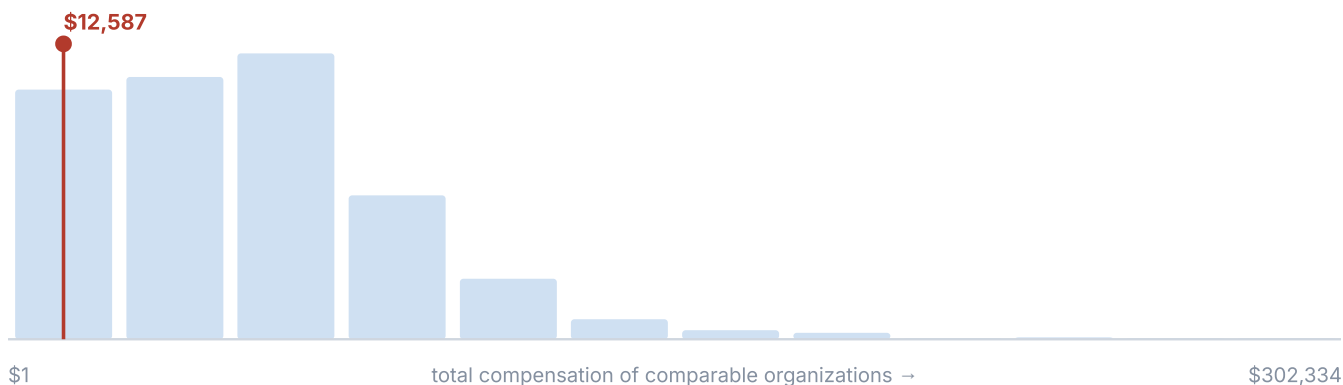
Benchmarked executive: Rob Eafen — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S46).
BUDGET	Total revenue between \$129,042 and \$288,900 — 0.67x to 1.50x the subject's \$192,600 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (S), nationwide + budget 0.67–1.5x revenue.

1,152 organizations qualified on sector, size, and geography → **1,152** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,866	\$26,806	\$51,347	\$74,040	\$99,326	\$12,587
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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 TN 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
Red Oak Chamber And Industry Association Inc	IA	\$192,644	Secretary	\$50,500	\$52,604	2023
Alliance Area Development	OH	\$192,411	President	\$84,653	\$82,851	2024
Reach Waupun Inc	WI	\$192,333	Executive Director	\$27,410	\$25,770	2025
Pawtucket Foundation	RI	\$192,116	Executive Di	\$108,000	\$93,228	2025
Green Motors Practices Group	ID	\$191,962	Executive Director	\$64,000	\$62,912	2024
Colorado Institute For Public Life	CO	\$193,450	Executive Director	\$129,125	\$114,412	2024
Great Lakes Bay Regional Alliance	MI	\$191,747	Executive Di	\$95,700	\$91,276	2024
Schenectady Greenmarket Inc	NY	\$193,489	Executive Director	\$29,120	\$25,033	2023
Downtown Canandaigua Business Management	NY	\$191,704	C.e.o.	\$45,128	\$38,795	2023
Atlas Of West Central Minnesota	MN	\$191,690	Executive Di	\$50,000	\$45,654	2024
Village Of Wauwatosa Business Impro	WI	\$191,615	Executive Director	\$82,500	\$81,968	2023
American Knife And Tool Institute Inc	WY	\$193,706	Executive Director	\$55,800	\$55,214	2024
Lithuanian Center	IL	\$193,802	President/director	\$7,200	\$6,372	2025
Jacksonville Main Street	IL	\$193,806	Executive Director	\$36,984	\$34,591	2023
Oakland Transportation Management Associ	PA	\$193,830	Executive Director	\$103,089	\$94,996	2024
Chautauqua Opportunities For	NY	\$191,315	Ceo	\$20,241	\$16,901	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Harrison County Agriculture Society	IA	\$191,314	Manager	\$3,600	\$3,643	2024
Downtown West Allis Inc	WI	\$191,279	Exec Director	\$57,500	\$55,490	2024
Mercer Area Chamber Of Commerce	WI	\$190,955	Executive Director	\$52,696	\$50,854	2024
Sheboygan Falls Chamber Main Street	WI	\$194,417	Executive Director	\$53,563	\$51,691	2024
Blades Economic Development Corporation	DE	\$190,730	Dockmaster	\$19,200	\$17,372	2024
Enterprise Development & Management Corp	IN	\$194,491	Board Member	\$3,600	\$3,612	2023
Grant County Economic Development Corporation	KS	\$194,562	Executive Director	\$81,007	\$83,257	2023
Virginia Beach Restaurant Association	VA	\$190,615	Executive Director	\$68,383	\$62,815	2023
Keyah Advanced Rural Manufacturing Alliance	NM	\$190,416	Chief Executive Officer	\$60,500	\$60,129	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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 **1152** organizations. Compensation range \$1–\$302,334; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$192,600); for reference, expenses \$178,683 and assets \$187,425.

ROLE MATCH	Rob Eafen, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	155 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	28 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	13 th
Total compensation (D + F), as reported (no adjustments)	13 th
Reportable pay only (column D), adjusted	22 nd
All sources (D + E + F), adjusted	10 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 (Rob Eafen) 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 1152 similarly situated organizations (Same NTEE major group (S), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,587 is reasonable (approximately the 13th 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.