

Charles Co Chamber Of Commerce Military

Executive Director / CEO

EIN 812619085
 MD · NTEE S03
 FY ending 2024-12-31
 June 13, 2026

This analysis benchmarks the total compensation of **Pam Frank, Executive Director / CEO** (\$43,200) against **every comparable organization** that fit the selection criteria — **1760** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **19th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Pam Frank — reported title "EXEC DIRECTOR/SECRETARY/CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S03).
BUDGET	Total revenue between \$317,754 and \$711,390 — 0.67x to 1.50x the subject's \$474,260 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (S), nationwide + budget 0.67–1.5x revenue.

1,760 organizations qualified on sector, size, and geography → **1,760** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$23,008	\$55,073	\$87,278	\$125,152	\$174,159	\$43,200
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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
Sustainable Communities Fund	CA	\$474,274	Chief Executive Officer	\$269,537	\$248,951	2024
Built Oregon	OR	\$474,305	Director	\$15,000	\$14,900	2024
Association Of Educational Purchasing Agencies	NM	\$474,160	Exec Director	\$97,000	\$114,889	2023
Mass Funeral Directors Assoc Inc	MA	\$474,522	Exec Director	\$63,158	\$59,142	2025
Committee Of Chief Risk Officers Inc	TX	\$473,946	Director	\$259,448	\$285,798	2023
Dania Economic Development Corp Inc	FL	\$474,716	Executive Director	\$92,065	\$99,147	2022
Pregnancy Counseling Center	CA	\$473,739	Executive Dir.	\$93,451	\$88,863	2023
Crew Charlotte Inc	NC	\$473,737	Executive Director	\$104,044	\$118,386	2023
New York Organization For Nursing	NY	\$473,608	Executive Dir.	\$75,000	\$72,491	2024
Comunidades Enraizadas Community Land Trust Inc	MA	\$473,492	Executive Director	\$84,468	\$81,189	2024
Elevaate Biotech Inc	NY	\$475,036	Executive Director	\$91,929	\$88,853	2024
Choice For All	NY	\$473,457	Ceo	\$81,290	\$84,207	2022
Cdfi Friendly Bloomington Inc	IN	\$473,448	Executive Director	\$106,154	\$119,740	2024
Startup Columbus Inc	GA	\$473,042	Executive Dir.	\$98,329	\$105,752	2024
Avatar Non-profit Inc	FL	\$475,621	President	\$5,000	\$5,024	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Juniata River Valley Visitors Bureau	PA	\$475,732	Executive Director	\$54,567	\$58,205	2024
Concerned Citizens Of South Central Los Angeles	CA	\$475,886	Exec Dir/bd Treasurer	\$110,000	\$101,599	2024
Precastprestressed Con Ins Ne	NY	\$476,290	Key Employee	\$168,258	\$158,437	2025
Utah Ready Mixed Concrete Association	UT	\$476,463	Executive Director	\$212,082	\$232,174	2024
West Virginia Association Of	WV	\$476,677	Executive Director	\$102,078	\$118,220	2024
Mid South Sign Association Inc	TN	\$476,999	Executive Director	\$67,714	\$78,381	2023
Southern Mutual Help Association Inc	LA	\$471,290	President	\$180,319	\$218,653	2023
Limitless Community Development	SC	\$477,269	Executive Di	\$59,216	\$66,078	2024
Us Coalition On Sustainability	CT	\$477,294	Executive Director	\$160,000	\$165,203	2023
United Steelworkers Local 11-13214	WY	\$470,965	President	\$37,637	\$43,108	2024

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 **1760** organizations. Compensation range \$1–\$1,221,192; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$474,260); for reference, expenses \$420,627 and assets \$100,746.
ROLE MATCH	Pam Frank, reported title "EXEC DIRECTOR/SECRETARY/CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	213 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	69 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	19 th
Total compensation (D + F), as reported (no adjustments)	20 th
Reportable pay only (column D), adjusted	23 rd
All sources (D + E + F), adjusted	12 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 (Pam Frank) 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 13, 2026, comparing compensation against 1760 similarly situated organizations (Same NTEE major group (S), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$43,200 is reasonable (approximately the 19th 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 13, 2026.