

This analysis benchmarks the total compensation of **Nora Patton, Executive Director / CEO** (\$96,692) against **every comparable organization** that fit the selection criteria — **79** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **78th** percentile of comparable organizations within the typical range

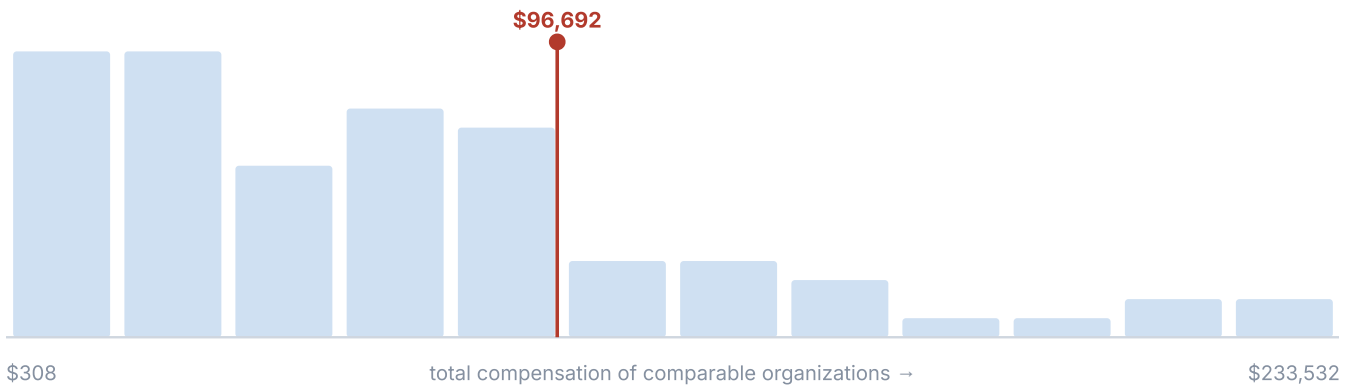
Benchmarked executive: Nora Patton — reported title "EXEC DIRECTO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B032).
BUDGET	Total revenue between \$221,036 and \$494,857 — 0.67x to 1.50x the subject's \$329,905 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B03), nationwide + budget 0.67–1.5x revenue.

79 organizations qualified on sector, size, and geography → **79** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,511	\$25,064	\$59,072	\$92,838	\$139,150	\$96,692
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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 MA 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
The Association For International	IL	\$329,422	Executive Director	\$77,400	\$84,678	2024
Aba Next Steps Inc	TN	\$331,942	Executive Director	\$41,175	\$48,164	2024
Entrepreneurs Organization	KS	\$333,775	Chapter Manager (Executive Director)	\$25,961	\$30,407	2025
Angel Investor Foundation	KS	\$337,561	Ceo & President	\$15,743	\$18,438	2025
Michigan Afterschool Association	MI	\$318,901	President	\$63,260	\$74,808	2023
Navigator Labs	CA	\$314,793	Ceo And Founder	\$89,269	\$85,781	2024
Us Dairy Education And Training Consortium	TX	\$314,277	Director	\$40,000	\$43,379	2025
Hawaii Interscholastic Athletic	HI	\$311,541	Executive Director	\$4,000	\$4,103	2023
Indiana Arborist Association	IN	\$348,335	Executive Director	\$48,850	\$57,327	2024
Texas Association Of Mid-size Schools	TX	\$350,715	Executive Director	\$80,833	\$92,639	2023
American Academy Of International Culture And Educ	NY	\$351,526	Executive Director	\$94,640	\$95,168	2024
American Autonomic Society	CA	\$355,775	Executive Director	\$36,538	\$36,147	2023
Indiana Head Start Association Inc	IN	\$301,197	Executive Director	\$99,711	\$117,014	2024
National Prevention Science Coalition To Improve Lives Inc	CA	\$300,201	Co-director	\$10,000	\$9,609	2024
Oregon Music Teachers	OR	\$300,071	District Pre	\$2,511	\$2,528	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Women's Field Association Of	CA	\$366,364	Executive Director	\$243,029	\$233,532	2024
Minority Accounting Career Resource Society	MI	\$367,092	President And Ceo	\$15,000	\$17,229	2024
Society For American Music	WA	\$367,955	Executive Di	\$34,269	\$34,143	2024
Delaware Mathematics Coalition Inc	DE	\$290,372	Executive Officer	\$54,213	\$59,072	2024
Washington State Music Teachers	WA	\$287,883	President	\$1,000	\$996	2024
Oklahoma Society For Technology In	OK	\$372,429	Executive Di	\$57,625	\$68,792	2025
Israel-texas Science And Education Foundation Inc	TX	\$375,000	Hellerstein	\$197,080	\$225,863	2023
The Corporation For Community And Economic Dev Uni	FL	\$375,500	Executive Director	\$111,450	\$119,953	2023
Judaism Alive DbA Jewish Rock Radio	MO	\$375,866	Executive Dir.	\$78,000	\$94,650	2023
Consortium For Entrepreneurship	WV	\$283,070	Ceo	\$75,000	\$93,036	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 **79** organizations. Compensation range \$308–\$233,532; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$329,905); for reference, expenses \$239,326 and assets \$80,818.
ROLE MATCH	Nora Patton, reported title "EXEC DIRECTO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	78 th
Total compensation (D + F), as reported (no adjustments)	81 st
Reportable pay only (column D), adjusted	78 th
All sources (D + E + F), adjusted	72 nd

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 (Nora Patton) 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 79 similarly situated organizations (Same NTEE sector (B03), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$96,692 is reasonable (approximately the 78th 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.