

Committee For Fair And Equal Representation

Executive Director / CEO

EIN 061824413

IL · NTEE J40

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Carrie Upshaw, Executive Director / CEO** (\$92,616) against **every comparable organization** that fit the selection criteria — **172** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **77th** percentile of comparable organizations within the typical range

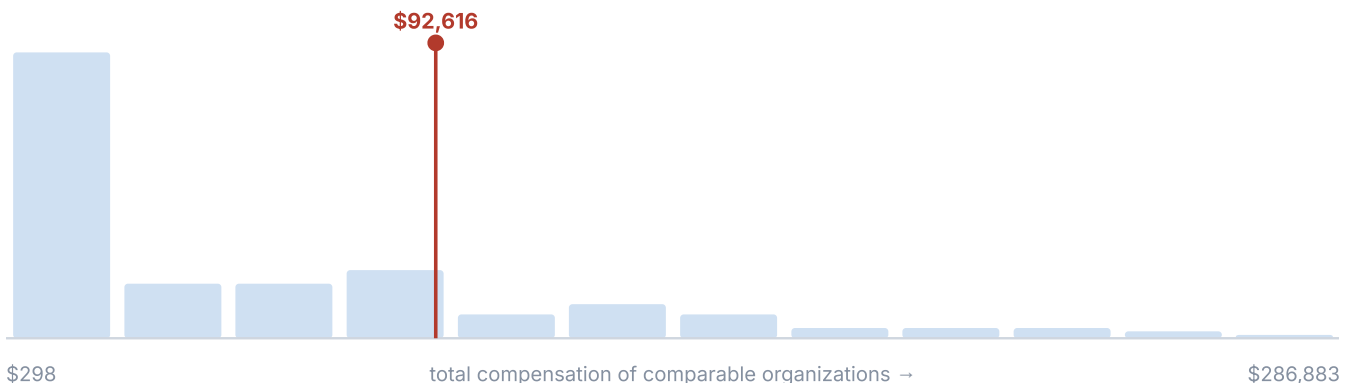
Benchmarked executive: Carrie Upshaw — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (J40).
BUDGET	Total revenue between \$286,122 and \$640,573 — 0.67x to 1.50x the subject's \$427,049 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (J40), nationwide + budget 0.67–1.5x revenue.

172 organizations qualified on sector, size, and geography → **172** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$2,217 10TH	\$7,021 25TH	\$25,472 MEDIAN	\$86,349 75TH	\$153,073 90TH	\$92,616 THIS ORG · 77TH
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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 IL 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
Joint Apprentice Training Committee	PA	\$428,826	Union Trustee	\$129,404	\$135,139	2023
Ironworkers Local 292 Gen Bldg Cont Assned Fd	IN	\$423,778	Apprenticeship Coordinator	\$63,871	\$68,512	2024
Lawrence & Memorial Hospital Registered	CT	\$423,768	President	\$25,859	\$25,391	2023
Colorado Jobs With Justice Inc	CO	\$423,736	Executive Director	\$88,000	\$88,365	2023
Glaziers Architectural Metal & Glass	CA	\$431,271	Warden	\$8,900	\$7,817	2024
Roofers Local Union 34	MD	\$422,016	Business Rep	\$15,600	\$15,273	2023
Elevator Constructors Building	MA	\$420,795	President	\$74,951	\$68,509	2024
Operating Engineers Local 324	MI	\$434,382	Trustee	\$75,632	\$79,406	2024
National Association Of Independent	VA	\$419,645	President	\$19,150	\$18,808	2024
Employing Bricklayers Association	PA	\$417,332	Exec Director	\$120,042	\$121,766	2024
Natl Postal Mail Handlers Union	OR	\$416,772	President	\$60,542	\$58,877	2023
New Ulm Fire Department Relief Assn	MN	\$416,433	President	\$2,700	\$2,714	2024
Teamsters Local 703 Labor-management	IL	\$416,350	Trustee	\$86,324	\$86,324	2024
Lancaster Education Association	PA	\$415,826	President	\$6,918	\$7,017	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Amalgamated Union Local 1 Noitu	NY	\$414,611	President	\$151,711	\$143,563	2023
American Federation Of Government Employees Afl Cio Local 3369	NY	\$414,026	3rd Vice President	\$1,350	\$1,278	2023
King County Corrections Guild	WA	\$412,407	President	\$34,109	\$31,979	2023
Port Authority Field Supervisors	NJ	\$442,527	President	\$3,250	\$2,952	2024
American Federation Of Teachers	NY	\$444,984	Co-president	\$5,590	\$5,138	2024
Salt Lake Police Association	UT	\$445,852	President	\$18,600	\$19,364	2024
Building And Construction Trades Council	NV	\$446,827	President	\$300	\$298	2025
Fire Fighters Of Boca Raton Local 1560	FL	\$405,964	President	\$27,971	\$26,728	2024
Wisconsin Building Trades Council	WI	\$403,241	Excecutive Director	\$158,872	\$173,755	2023
Clark County Deputy Sheriffs Guild	WA	\$403,114	President	\$7,200	\$6,751	2023
American Federation Of Govt Employees Local 933	MI	\$451,682	President	\$8,725	\$9,431	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IL 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 IL 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	172 organizations. Compensation range \$298–\$286,883; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$427,049); for reference, expenses \$367,336 and assets \$366,299.
ROLE MATCH	Carrie Upshaw, reported title "PRESIDENT", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	7 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	77 th
Total compensation (D + F), as reported (no adjustments)	76 th
Reportable pay only (column D), adjusted	84 th
All sources (D + E + F), adjusted	69 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 (Carrie Upshaw) 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 172 similarly situated organizations (Same NTEE sector (J40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$92,616 is reasonable (approximately the 77th 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.