

J Kirby Simon Foreign Service

Executive Director / CEO

EIN 066414554

DC · NTEE B99

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Liisa Ecola, Executive Director / CEO** (\$5,000) against **every comparable organization** that fit the selection criteria — **404** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 4th percentile of comparable organizations

below the typical range for comparable organizations

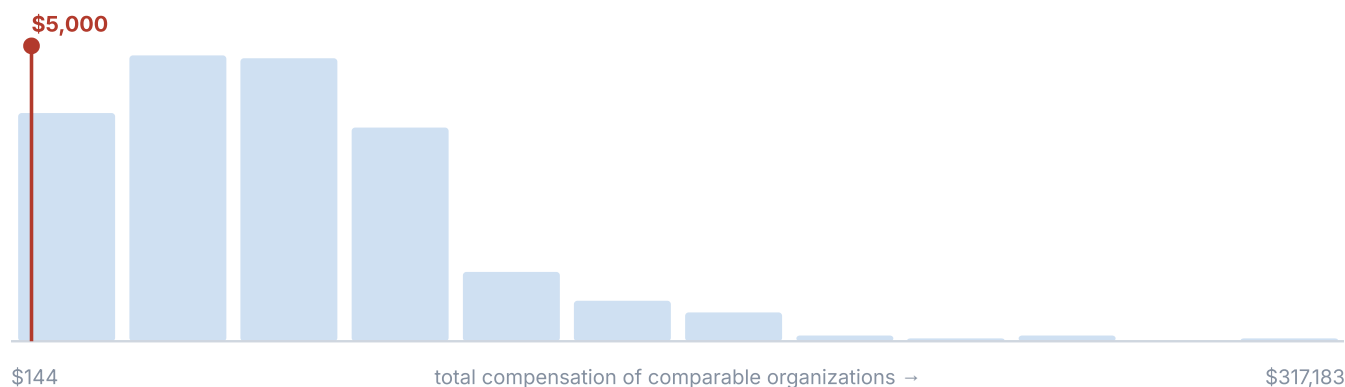
Benchmarked executive: Liisa Ecola — reported title "TRUSTEE", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (B99). |
| BUDGET | Total revenue between \$183,859 and \$411,625 — 0.67x to 1.50x the subject's \$274,417 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue. |

404 organizations qualified on sector, size, and geography → **404** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|----------|----------|----------|----------|-----------|----------------|
| \$15,341 | \$35,287 | \$59,319 | \$85,499 | \$117,335 | \$5,000 |
|----------|----------|----------|----------|-----------|----------------|



■ 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 DC 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 |
|--|-------|-----------|--------------------|-----------------|------------------|------|
| Wordwalk Inc | FL | \$274,090 | Executive Di | \$3,000 | \$3,212 | 2024 |
| A One Room Schoolhouse A Hybrid Homeschool Academy | PA | \$274,764 | President | \$25,000 | \$29,249 | 2023 |
| American College Of Pediatricians | GA | \$274,826 | Executive Director | \$36,152 | \$42,647 | 2023 |
| Science Sites Inc | MA | \$275,238 | President | \$90,000 | \$92,163 | 2024 |
| Conductability Inc | CA | \$273,357 | Program Director | \$113,322 | \$111,510 | 2024 |
| Garden City Ballet Company | MT | \$275,676 | Exec Director | \$66,025 | \$79,013 | 2025 |
| New Michigan Media | MI | \$273,125 | President | \$30,000 | \$35,287 | 2024 |
| Superseeds | OH | \$276,311 | Executive Director | \$50,000 | \$60,349 | 2024 |
| We Defend Truth | TX | \$276,840 | Founder & Ceo | \$72,800 | \$85,437 | 2023 |
| Winners Inc | TX | \$271,992 | President/director | \$100,000 | \$113,992 | 2024 |
| Abbeville Institute Ltd | AL | \$271,961 | President Di | \$114,583 | \$141,064 | 2024 |
| Ace Mentor Program Of Northeast Florida | FL | \$276,952 | Director | \$81,963 | \$85,482 | 2025 |
| Puerto Rico Advance Institute Corp | PR | \$271,647 | Manager | \$9,287 | \$9,287 | 2024 |
| Ace Mentor Program Of Eastern Pa Inc | PA | \$271,345 | Affiliate Dir. | \$68,477 | \$80,117 | 2023 |
| Oaktown Jazz Workshops | CA | \$271,149 | Executive Dir. | \$65,971 | \$64,916 | 2024 |
| Eastern Communication Association | PA | \$277,734 | Executive Di | \$15,000 | \$17,046 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|--------------------|-----------------|------------------|------|
| Bay State Learning Center | MA | \$270,821 | Executive Director | \$43,510 | \$45,871 | 2023 |
| African Voices Communications Inc | NY | \$270,782 | Executive Director | \$65,000 | \$68,910 | 2023 |
| Ready For Reading Inc | VT | \$270,629 | Executive Dir. | \$2,000 | \$2,362 | 2023 |
| Freedom Synergy Corporation | FL | \$270,626 | President | \$96,000 | \$102,771 | 2024 |
| Girls With Books | CO | \$270,613 | Executive Director | \$61,920 | \$67,660 | 2024 |
| California Academy | CA | \$278,224 | Executive Director | \$18,780 | \$18,480 | 2024 |
| Hudson River Park Mothers Group Org | NY | \$278,260 | Director | \$130,000 | \$130,416 | 2025 |
| Teacher Education Division Of The | VA | \$278,269 | Executive Director | \$67,200 | \$76,124 | 2023 |
| Ibttta Foundation | DC | \$278,451 | Staff Liaison | \$72,925 | \$72,925 | 2024 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to DC 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 DC 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 404 organizations. Compensation range \$144–\$317,183; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$274,417); for reference, expenses \$81,891 and assets \$363,076. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

| | |
|-----------------|--|
| ROLE MATCH | Liisa Ecola, reported title "TRUSTEE", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role. |
| RELATED-ORG PAY | 30 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 15 peers fall outside 1.5x 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 | 4 th |
| Total compensation (D + F), as reported (no adjustments) | 4 th |
| Reportable pay only (column D), adjusted | 10 th |
| All sources (D + E + F), adjusted | 4 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 (Liisa Ecola) 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 404 similarly situated organizations (Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue).
3. The authorized body determined that total compensation of \$5,000 is reasonable (approximately the 4th 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.