

Literacy Connections Hudson

Executive Director / CEO

EIN 141710952

NY · NTEE B99

FY ending 2025-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Marisol Rodriguez, Executive Director / CEO** (\$75,002) against **every comparable organization** that fit the selection criteria — **22** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **55th** percentile of comparable organizations within the typical range

Benchmarked executive: Marisol Rodriguez — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (B99).

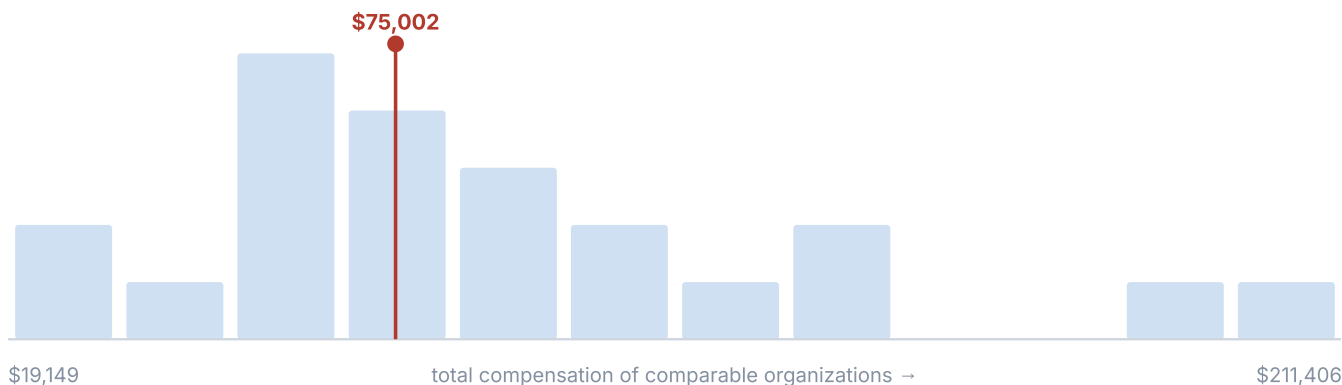
BUDGET Total revenue between \$243,226 and \$544,537 — 0.67x to 1.50x the subject's \$363,025 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (B99) + NY + budget 0.67–1.5x revenue.

22 organizations qualified on sector, size, and geography

→ **22** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$49,044	\$59,946	\$70,895	\$105,585	\$138,138	\$75,002
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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 NY 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 Bella Abzug Leadership Institute Inc	NY	\$343,203	Founder And Ceo	\$102,898	\$105,621	2024
The Black Institute Inc	NY	\$337,742	President	\$50,292	\$51,623	2024
The Education And Research Foundation	NY	\$405,758	President	\$47,500	\$48,757	2024
Solid Waste Association Of North America	NY	\$418,738	Director	\$18,120	\$19,149	2023
The Restorative Center Inc	NY	\$422,887	Excutive Director	\$130,769	\$134,229	2024
Ulster Literacy Association Inc	NY	\$293,107	Executive Director	\$67,500	\$69,286	2024
Foundation For Italian Art And Culture-	NY	\$290,593	Executive Director	\$70,000	\$71,852	2024
East Side Institute For Group And Short	NY	\$440,618	Executive Director	\$90,000	\$95,110	2023
Hudson River Park Mothers Group Org	NY	\$278,260	Director	\$130,000	\$130,000	2025
Empire 8	NY	\$453,359	Commissioner	\$181,158	\$185,951	2024
African Voices Communications Inc	NY	\$270,782	Executive Director	\$65,000	\$68,691	2023
Leadership Rochester Inc	NY	\$266,693	Executive Director (Thru 2/2024)	\$68,135	\$69,938	2024
Governors Committee On Scholastic	NY	\$265,257	Executive Director	\$135,000	\$138,572	2024
Steuben Senior Services Fund	NY	\$260,629	Executive Director	\$58,308	\$59,851	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Topaz Arts Inc	NY	\$259,923	President	\$56,995	\$60,231	2023
Buffalo Sports Wellness Association Inc	NY	\$249,176	Manager	\$26,000	\$27,476	2023
One Story Inc	NY	\$514,304	Director	\$51,637	\$53,003	2024
Cora Incorporated	NY	\$530,457	Executive Director (Non-voting)	\$81,486	\$86,113	2023
Laborers Local No 91	NY	\$537,112	Administrato	\$205,957	\$211,406	2024
Zmi Foundation Inc	NY	\$540,233	Executive Director	\$60,000	\$61,588	2024
Adams Street Foundation Inc	NY	\$540,582	Executive Director	\$99,808	\$105,475	2023
3 Ds Aftercare Inc	NY	\$542,575	Executive Director	\$80,096	\$88,114	2022

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY cost of living and 2025 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 NY 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	22 organizations. Compensation range \$19,149–\$211,406; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$363,025); for reference, expenses \$455,799 and assets \$655,715.
ROLE MATCH	Marisol Rodriguez, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
OUTLIERS	2 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	55 th
Total compensation (D + F), as reported (no adjustments)	55 th
Reportable pay only (column D), adjusted	55 th
All sources (D + E + F), adjusted	55 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 (Marisol Rodriguez) 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 22 similarly situated organizations (Same NTEE sector (B99) + NY + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$75,002 is reasonable (approximately the 55th 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.