

The Appalachian Reading Center Inc

Executive Director / CEO

EIN 200630486

WV · NTEE B90

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Lori Dubrawka, Executive Director / CEO** (\$70,414) against **every comparable organization** that fit the selection criteria — **443** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **72nd** percentile of comparable organizations within the typical range

Benchmarked executive: Lori Dubrawka — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$216,014 and \$483,615 — 0.67x to 1.50x the subject's \$322,410 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

443 organizations qualified on sector, size, and geography → **443** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,372	\$31,380	\$53,043	\$73,278	\$99,678	\$70,414
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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 WV 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
Islands' Oil Spill Association	WA	\$322,423	Vice Preside	\$4,130	\$3,516	2023
Co-olas	CO	\$322,886	Executive Dir.	\$58,122	\$51,473	2024
Project Write Now Inc	NJ	\$323,227	Executive Di	\$46,490	\$38,336	2024
Empower4lifemd Inc	MD	\$323,313	President Executive Dir	\$13,301	\$11,485	2024
Kura Labs Inc	NY	\$321,500	Founder & Ce	\$254,167	\$212,121	2024
Inspired Communités Foundation	AR	\$320,632	President	\$11,225	\$11,653	2024
Marshmallow Minds	CA	\$324,319	Ceo	\$64,500	\$52,959	2023
Scitech2u Inc	MD	\$324,596	Ceo	\$43,958	\$37,956	2024
Class Education Inc	IN	\$320,120	Executive Director	\$80,000	\$77,918	2024
Accelerated College Experiences Inc	MA	\$319,060	President/ceo	\$99,000	\$82,165	2024
Redapple Learning Campus	NC	\$318,876	President	\$94,000	\$89,705	2024
Rp Afterschool Program Inc	NJ	\$318,599	President	\$65,000	\$53,600	2024
School Discovery Network	TX	\$318,228	Executive Dir.	\$69,263	\$63,990	2024
Blockchain Acceleration Foundation	CA	\$318,194	Head Of Operations	\$53,162	\$42,397	2024
Abukloi Foundation	VA	\$317,014	Vice President	\$37,500	\$34,429	2023
Red Sweater Project	OR	\$328,099	Executive Dir.	\$57,600	\$49,403	2024
Chess & Community Inc	GA	\$316,662	Ceo	\$30,000	\$28,682	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
National Character Education Foundation	PA	\$315,250	Executive Dir.	\$48,300	\$44,486	2024
Cohesion Network	PA	\$329,671	Executive Dir.	\$70,659	\$65,079	2024
Yours Humanly	CA	\$330,099	Ceo	\$72,000	\$57,421	2024
Bookwallah Organization	IL	\$314,445	President	\$107,640	\$100,622	2023
Better Learning Inc	FL	\$314,284	Executive Director	\$92,350	\$80,126	2024
C I R C L E	CO	\$330,568	Executive Director And Founder	\$80,000	\$70,848	2024
Patterson School Foundation Inc	NC	\$313,863	Ex Officio Director	\$53,842	\$52,899	2023
Center For Student Legal Services	OH	\$313,771	Exec. Secret	\$49,669	\$48,587	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WV 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 WV 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	443 organizations. Compensation range \$10–\$415,144; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$322,410); for reference, expenses \$294,117 and assets \$251,057.
ROLE MATCH	Lori Dubrawka, reported title " <i>EXECUTIVE DIRECTOR</i> ", 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 13 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	72 nd
Total compensation (D + F), as reported (no adjustments)	64 th
Reportable pay only (column D), adjusted	73 rd
All sources (D + E + F), adjusted	66 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 (Lori Dubrawka) 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 443 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$70,414 is reasonable (approximately the 72nd 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.