

Girl Scouts Of Southern Arizona

Executive Director / CEO

EIN 201139140

AZ · NTEE O11

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Kristen Hernandez, Executive Director / CEO** (\$16,995) against **every comparable organization** that fit the selection criteria — **25** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **16th** percentile of comparable organizations below the typical range for comparable organizations

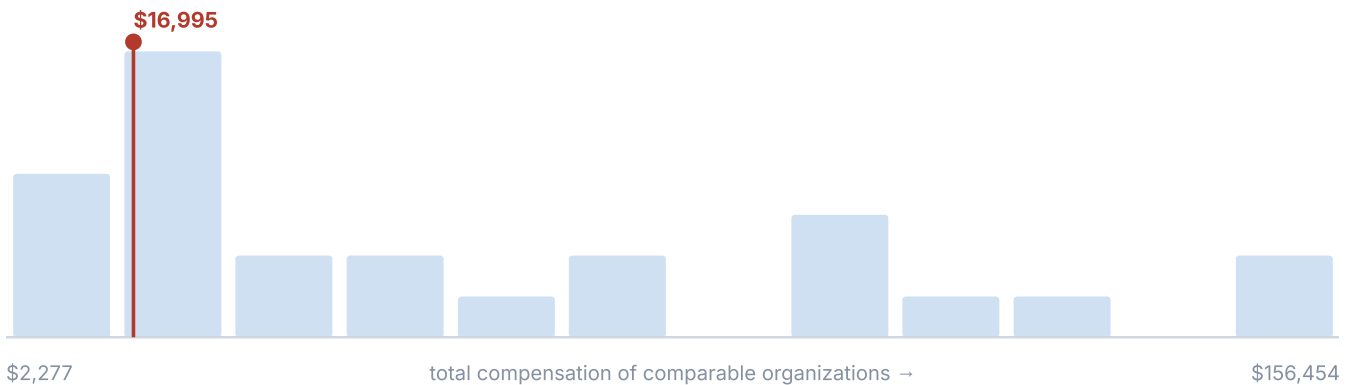
Benchmarked executive: Kristen Hernandez — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O11).
BUDGET	Total revenue between \$317,125 and \$709,983 — 0.67x to 1.50x the subject's \$473,322 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O11), nationwide + budget 0.67–1.5x revenue.

25 organizations qualified on sector, size, and geography → **25** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,457	\$19,214	\$37,863	\$99,118	\$122,451	\$16,995
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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 AZ 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
Building Futures Inc	CA	\$482,915	President & Ceo	\$173,481	\$155,763	2024
Big Brothers Big Sisters Of Miami	FL	\$460,576	President & Ceo	\$12,086	\$12,154	2023
Camp Twin Lakes Foundation Inc	GA	\$456,940	Chief Executive Officer	\$17,296	\$18,083	2024
Friends Of The Girl Scouts' Trust	CA	\$449,242	Executive Director	\$25,655	\$23,035	2024
Sisters Unchained Inc	MA	\$449,198	Executive Director	\$124,069	\$115,928	2024
Gsnex Stem Center Of Excellence	TX	\$441,487	Ceo	\$36,402	\$37,863	2024
Free Enterprise Foundation Inc	IL	\$429,221	Secretary	\$5,205	\$5,478	2023
Friends Of Explorer Post 58	OR	\$427,852	Executive Director	\$127,547	\$126,799	2023
New City Kids Foundation	NJ	\$532,927	President	\$23,637	\$21,944	2024
Boys & Girls Club And Family Center Of Bristol Inc	CT	\$400,000	Chief Executive Officer	\$160,478	\$156,454	2024
Girl Scouts Of Southern Arizona	AZ	\$390,651	Ceo	\$16,995	\$16,995	2024
Project Hope Ca Inc	CA	\$558,109	President	\$47,863	\$44,244	2023
North Yellowstone Education Foundation	MT	\$383,677	Executive Dir.	\$45,000	\$51,928	2023
Bgcco Milo-grogan Holding Company	OH	\$373,161	Chief Executive Officer	\$31,794	\$35,015	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends Of St Lawrence-watts Youth Center	CA	\$363,431	Executive Director	\$85,234	\$74,556	2025
La Fencing Academy Of Pomona	CA	\$360,625	President	\$21,400	\$19,214	2024
Friends Of The Children -	OR	\$358,161	Executive Director	\$21,321	\$20,588	2024
Journeymen Institute	WA	\$353,181	Executive Director	\$78,571	\$75,306	2023
Included	CA	\$595,660	President	\$24,249	\$21,772	2024
Gillwell Foundation	NE	\$348,947	Secretary/executive Direct	\$57,264	\$65,933	2023
Will Work For Kids Nonprofit Group Inc	FL	\$325,436	Director	\$11,253	\$10,992	2024
First State Squash Inc	DE	\$649,424	Executive Di	\$99,312	\$101,112	2024
Advocates For Kids	OH	\$653,051	Executive Dir.	\$90,000	\$99,118	2024
Boys' Club Of Wake County Foundation	NC	\$653,719	Executive Director	\$2,119	\$2,277	2024
Loveloud Foundation	NY	\$701,278	Employee	\$106,250	\$99,832	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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 25 organizations. Compensation range \$2,277–\$156,454; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$473,322); for reference, expenses \$286,496 and assets \$5,872,514.

ROLE MATCH Kristen Hernandez, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	16 th
Total compensation (D + F), as reported (no adjustments)	16 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	52 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 (Kristen Hernandez) 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 25 similarly situated organizations (Same NTEE sector (O11), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$16,995 is reasonable (approximately the 16th 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.