

Teens To Trails

Executive Director / CEO

EIN 205368319

ME · NTEE O50

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Alicia Heyburn, Executive Director / CEO** (\$64,059) against **every comparable organization** that fit the selection criteria — **479** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **62nd** percentile of comparable organizations within the typical range

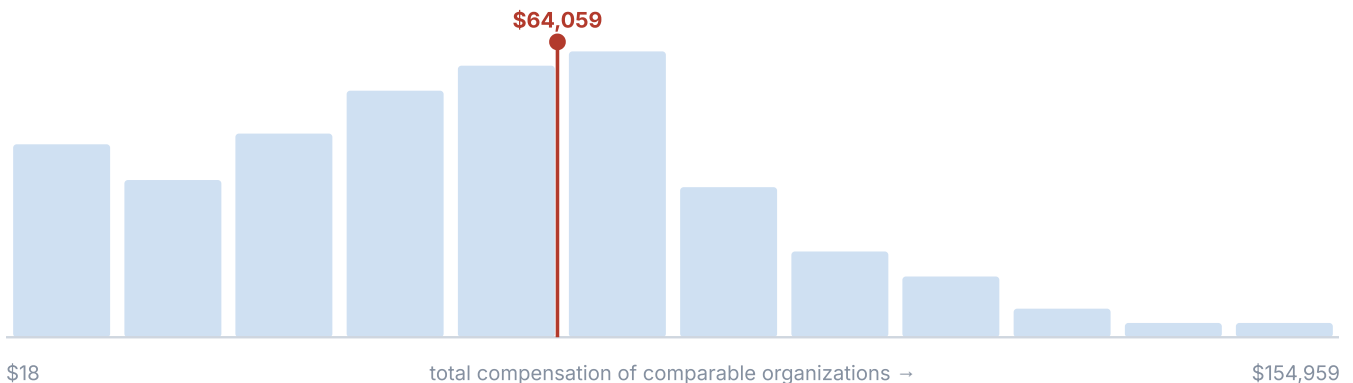
Benchmarked executive: Alicia Heyburn — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O50).
BUDGET	Total revenue between \$173,075 and \$387,483 — 0.67x to 1.50x the subject's \$258,322 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O50), nationwide + budget 0.67–1.5x revenue.

479 organizations qualified on sector, size, and geography → **479** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,080	\$30,063	\$53,646	\$73,292	\$96,233	\$64,059
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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 ME 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
Camp Riva-lake Inc	CA	\$258,373	Camp Director	\$25,000	\$22,195	2023
Movie Institute	TX	\$258,885	Coo	\$55,715	\$55,658	2024
Team Takeover Inc	MD	\$257,750	President	\$14,073	\$13,528	2023
The Undeafated Foundation Inc	CA	\$259,000	Director	\$50,000	\$44,391	2023
Creative Academy	GA	\$257,500	Executive Director	\$15,000	\$15,062	2024
Memphis 13 Foundation	TN	\$259,279	Exec Director	\$25,150	\$27,181	2023
Pico Youth & Family Center	CA	\$259,755	Executive Director	\$20,000	\$17,247	2024
Advantage Lancaster	PA	\$256,885	Executive Director	\$29,080	\$29,816	2023
Youth World Education Project Inc	AZ	\$260,580	Chairman Of The Brd Of Dir	\$77,903	\$74,821	2024
The Houston Friendship And Wellness	TX	\$255,665	Vice Preside	\$62,292	\$62,228	2024
The Brandon Foundation Incorporated	IN	\$255,041	Ceo/founder	\$50,000	\$54,213	2023
Pathway 2 Success Inc	FL	\$261,629	President	\$110,222	\$106,461	2023
North Georgia Soccer Academy Inc	GA	\$262,026	President	\$76,000	\$76,314	2024
Allegheny Youth Development	PA	\$262,279	Executive Director	\$40,687	\$40,520	2024
Hand In Hand Creative Learning	IN	\$254,358	Director	\$40,278	\$43,672	2023
Roots Teen Center Inc	MA	\$262,352	Executive Director [Thru 7/22]	\$31,441	\$29,049	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Young Urban Christians & Artists Inc	NY	\$262,956	Executive Director	\$75,000	\$69,680	2023
Lights Camera Discover	AZ	\$263,314	Executive Di	\$10,726	\$10,606	2023
Gulf Coast Bible Camp Inc	MS	\$253,194	Executive Dir.	\$46,923	\$53,732	2023
Girls On The Run Memphis	TN	\$263,476	Executive Dir.	\$62,843	\$64,268	2025
New Creative Solutions Youth	KY	\$263,731	Executive Di	\$59,003	\$65,176	2023
Worthy Beyond Purpose Inc	CA	\$263,745	Executive Director	\$61,007	\$52,609	2024
Youth Utilizing Power And Praise Organization	CA	\$252,823	Executive Director	\$54,000	\$47,942	2023
Guiding Light Mentoring	OH	\$252,697	Founder And	\$50,000	\$52,887	2024
The Young Airman Association	NY	\$252,601	Chairman Of The Board Of Directors	\$164,000	\$147,996	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to ME 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 ME 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 479 organizations. Compensation range \$18–\$154,959; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$258,322); for reference, expenses \$288,364 and assets \$218,697.

ROLE MATCH Alicia Heyburn, reported title *"Executive Director"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	8 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	62 nd
Total compensation (D + F), as reported (no adjustments)	62 nd
Reportable pay only (column D), adjusted	64 th
All sources (D + E + F), adjusted	61 st

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 (Alicia Heyburn) 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 479 similarly situated organizations (Same NTEE sector (O50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$64,059 is reasonable (approximately the 62nd 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.