

# New Holland Pa State Association Of

Executive Director / CEO

EIN 222664665

PA · NTEE S41

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Paulene Redding, Executive Director / CEO** (\$300) 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 0<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Paulene Redding — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

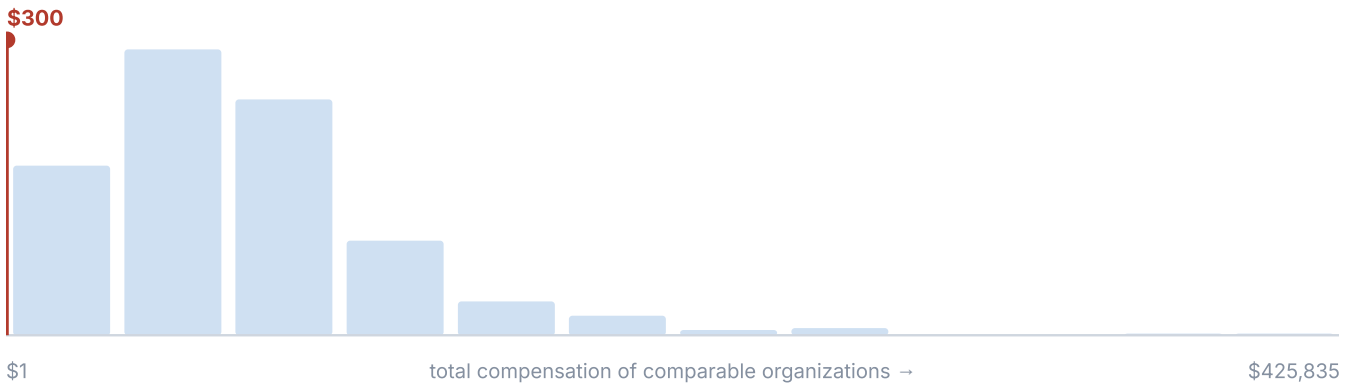
**SECTOR** Organizations sharing the subject's NTEE classification (S41).

**BUDGET** Total revenue between \$164,117 and \$367,426 — 0.67x to 1.50x the subject's \$244,951 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (S41), 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



\$15,931

\$42,227

\$68,166

\$96,339

\$133,543

**\$300**



## ■ 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 PA 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
<a href="#">Medical Staff Of Southwest Healthcare</a>	CA	\$244,802	Chief Of Staff	\$39,000	<b>\$34,767</b>	2023
<a href="#">Hispanic Chamber Cincinnati Usa Inc</a>	OH	\$244,726	President	\$48,000	<b>\$52,486</b>	2023
<a href="#">Artist Management Association Inc</a>	NY	\$245,325	Secretary	\$112,196	<b>\$101,665</b>	2024
<a href="#">Aberdeen Downtown Association</a>	SD	\$244,220	Executive Director	\$81,500	<b>\$90,196</b>	2024
<a href="#">Birch Run Area Convention And</a>	MI	\$244,111	President	\$36,000	<b>\$37,261</b>	2024
<a href="#">Bpca Nys Inc</a>	NY	\$243,862	Executive Director	\$46,474	<b>\$42,112</b>	2024
<a href="#">Asian Pacific American Chamber</a>	MI	\$243,820	Executive Director	\$100,000	<b>\$103,503</b>	2024
<a href="#">Medquarter Inc</a>	IA	\$243,371	President	\$13,872	<b>\$15,231</b>	2024
<a href="#">Upper Perkiomen Valley Chamber Of</a>	PA	\$243,363	Executive Di	\$44,624	<b>\$44,624</b>	2024
<a href="#">The St Mary Chamber Of Commerce</a>	LA	\$246,552	President	\$45,868	<b>\$50,647</b>	2024
<a href="#">Asian American Chamber</a>	VA	\$243,269	President	\$75,000	<b>\$72,617</b>	2024
<a href="#">Flaming Gorge Area Chamber Of Comme</a>	UT	\$243,148	Director	\$46,369	<b>\$48,995</b>	2023
<a href="#">Federal It Security Institute</a>	VA	\$243,057	Executive Director And Ceo	\$30,000	<b>\$29,047</b>	2024
<a href="#">National Hemp Association Inc</a>	DC	\$242,896	Executive Director	\$72,000	<b>\$63,357</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Helping Our Music Evolve Inc</a>	TN	\$242,784	Founder	\$13,690	<b>\$14,430</b>	2024
<a href="#">Brunswick Area Respite Program</a>	ME	\$242,691	Executive Di	\$93,109	<b>\$93,493</b>	2024
<a href="#">Medical Staff Of Doctors Medical Center</a>	CA	\$247,482	Chief Of Staff	\$48,000	<b>\$42,791</b>	2023
<a href="#">Altoona Area Chamber Of Commerce</a>	IA	\$247,484	Executive Vp	\$68,315	<b>\$77,224</b>	2023
<a href="#">National Association Of Wine Retailers</a>	CA	\$247,521	Executive Director	\$79,175	<b>\$68,557</b>	2024
<a href="#">Society Of Industrial And Office</a>	FL	\$242,179	Executive Director	\$33,500	<b>\$31,558</b>	2024
<a href="#">Northshore Business Council</a>	LA	\$247,732	Executive Director (1/1 - 7/31)	\$34,335	<b>\$37,912</b>	2024
<a href="#">Richmond Chamber Of Commerce Inc</a>	KY	\$242,131	President &	\$75,281	<b>\$81,104</b>	2024
<a href="#">Asc Inc</a>	TX	\$241,661	Ceo	\$103,437	<b>\$103,756</b>	2024
<a href="#">Barnesville Chamber Of Commerce</a>	OH	\$248,591	Director	\$35,318	<b>\$37,511</b>	2024
<a href="#">Retail Grocers Association Of</a>	KS	\$248,888	President/ceo	\$35,751	<b>\$38,730</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT	479 organizations. Compensation range \$1–\$425,835; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$244,951); for reference, expenses \$206,212 and assets \$371,989.
ROLE MATCH	Paulene Redding, reported title "PRESIDENT", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	24 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	20 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	0 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	0 <sup>th</sup>
Reportable pay only (column D), adjusted	4 <sup>th</sup>
All sources (D + E + F), adjusted	0 <sup>th</sup>

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 (Paulene Redding) 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 (S41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$300 is reasonable (approximately the 0<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.