

Mifflinburg Heritage & Revitalization Assoc Inc

Executive Director / CEO

EIN 232420173
 PA · NTEE S41Z
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Heidi Criswell, Executive Director / CEO** (\$16,800) against **every comparable organization** that fit the selection criteria — **41** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **27th** percentile of comparable organizations within the typical range

Benchmarked executive: Heidi Criswell — 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 (S41Z).

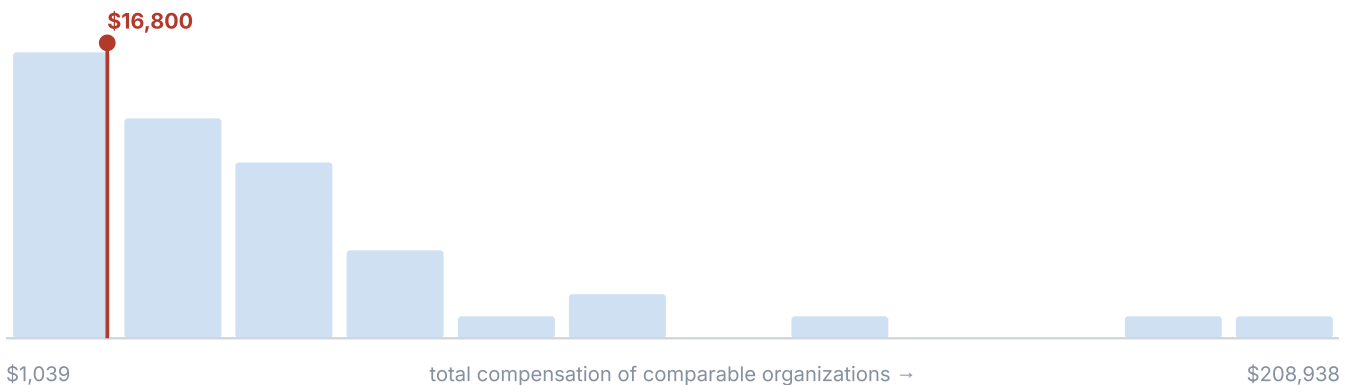
BUDGET Total revenue between \$40,536 and \$90,753 — 0.67x to 1.50x the subject's \$60,502 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (S41), nationwide + budget 0.67–1.5x revenue.

41 organizations qualified on sector, size, and geography

→ **41** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,341 10TH	\$16,637 25TH	\$26,868 MEDIAN	\$52,126 75TH	\$90,000 90TH	\$16,800 THIS ORG · 27TH
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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 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
Professional Medical Staff Memorial Hospital Of Gardena	CA	\$60,466	Chief Executive Officer	\$1,200	\$1,039	2024
Temple Business League	TX	\$60,300	Executive Director	\$18,000	\$18,056	2024
Ketchikan Charr Inc	AK	\$61,418	President	\$8,700	\$8,341	2024
Salina Community Economic Development	KS	\$58,841	Executive Director	\$174,052	\$188,556	2024
Seaside Downtown Development Association	OR	\$62,351	Executive Director	\$46,344	\$43,157	2024
Quad City Association Of Finishing	IA	\$64,036	Executive Director	\$37,724	\$42,643	2023
Tama Toledo Area Chamber Of Commerc	IA	\$64,262	Secretary/co	\$17,956	\$19,715	2024
Ste Genevieve Chamber Of Commerce	MO	\$56,211	Exec Directo	\$59,169	\$61,223	2025
American Ismaili Chamber Of Commerc	TX	\$54,118	Assistant Di	\$95,000	\$98,108	2023
International Heavy Haul	VA	\$54,091	Ceo	\$23,550	\$22,802	2024
Greater Haines Chamber Of Commerce	AK	\$54,003	Executive Director	\$29,812	\$30,631	2022
Virginia Society Of Professional	VA	\$52,347	Cfo	\$16,500	\$15,976	2024
Whitetail Deer Farmers Of Ohio Inc	OH	\$72,034	Executive Director	\$36,000	\$39,364	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
International Forum On Ansi-41 Standards Technology	MD	\$72,158	Secretariat	\$96,000	\$90,000	2024
Aerox	NC	\$73,124	President & Director	\$195,867	\$208,938	2023
Certification Institute	AR	\$73,200	President	\$12,828	\$14,459	2024
Parking Industry Institute	DC	\$73,664	Secretary/treasurer/exec Dir	\$41,845	\$35,873	2025
Springerville Eagar Regional Chamber Of Commerce	AZ	\$46,277	Executive Director	\$19,597	\$18,412	2025
Indiana Pawnbrokers Association Inc	IN	\$74,862	Executive Director	\$21,000	\$22,863	2023
Memphis & Shelby Co Vet Med Assn Inc	TN	\$74,916	Executive Director	\$24,000	\$25,297	2024
Crab Boat Owners Association	CA	\$45,091	Treasurer	\$4,000	\$3,464	2024
Brewster Chamber Of Commerce	NY	\$44,893	Executive Di	\$18,360	\$16,637	2024
Southwest Veterans Chamber Of Commerce	AZ	\$76,695	Executive Dir.	\$26,791	\$25,837	2024
The Hispanic Chamber Of Commerce Of Grand Prairie	TX	\$77,773	President	\$7,000	\$7,022	2024
Us Kimberley Process Authority Institute	NY	\$43,150	Executive Director	\$24,996	\$22,650	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.

● Sample, role match & sensitivity

PEER COUNT	41 organizations. Compensation range \$1,039–\$208,938; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$60,502); for reference, expenses \$60,810 and assets \$729,341.
ROLE MATCH	Heidi Criswell, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	27 th
Total compensation (D + F), as reported (no adjustments)	24 th
Reportable pay only (column D), adjusted	32 nd
All sources (D + E + F), adjusted	24 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 (Heidi Criswell) 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 41 similarly situated organizations (Same NTEE sector (S41), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$16,800 is reasonable (approximately the 27th 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.