

# Keep Northern Illinois Beautiful

Executive Director / CEO

This analysis benchmarks the total compensation of **Pamela Osborne, Executive Director / CEO** (\$65,343) against **every comparable organization** that fit the selection criteria — **35** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **34<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Pamela Osborne — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (C500).

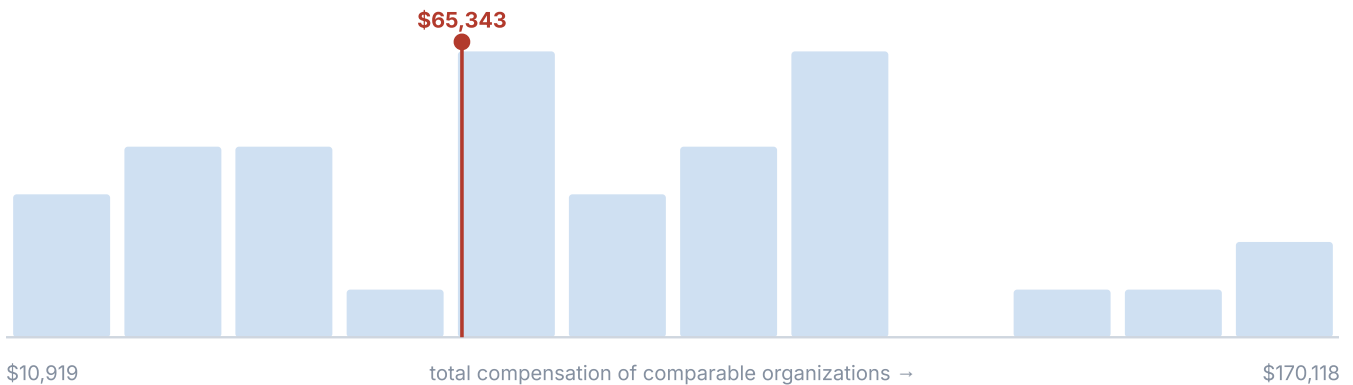
**BUDGET** Total revenue between \$305,853 and \$684,747 — 0.67x to 1.50x the subject's \$456,498 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (C50), nationwide + budget 0.67–1.5x revenue.

**35** organizations qualified on sector, size, and geography

→ **35** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$30,216	\$44,407	\$75,381	\$107,650	\$131,475	\$65,343
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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 IL 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="#">Friends Of Bunker Hill</a>	MO	\$447,263	Executive Director	\$44,615	<b>\$49,486</b>	2023
<a href="#">Hub404 Conservancy Inc</a>	GA	\$466,925	Executive Dir.	\$139,067	<b>\$142,231</b>	2024
<a href="#">Alaskans For Litter Prevention And</a>	AK	\$439,561	Executive Dir.	\$113,397	<b>\$110,275</b>	2024
<a href="#">Freedom's Way Heritage Association Inc</a>	MA	\$483,963	Executive Director	\$124,378	<b>\$113,687</b>	2024
<a href="#">Downtown Association Of Fairbanks</a>	AK	\$425,634	Executive Director	\$66,548	<b>\$66,628</b>	2023
<a href="#">Green Cities Accord</a>	MN	\$425,247	Director Of Programs And Operations	\$114,105	<b>\$114,685</b>	2024
<a href="#">Friends Of The Welty Environmental Center Inc</a>	WI	\$424,763	Executive Director	\$41,050	<b>\$44,896</b>	2023
<a href="#">Small Town Project</a>	CO	\$415,800	Development Director	\$14,400	<b>\$14,459</b>	2023
<a href="#">Mini Mart City Park</a>	WA	\$414,865	President	\$20,000	<b>\$18,214</b>	2024
<a href="#">Palos Verdes Estates Foundation</a>	CA	\$414,730	Executive Director	\$50,000	<b>\$43,917</b>	2024
<a href="#">Keep Knoxville Beautiful Inc</a>	TN	\$412,096	Executive Dir.	\$70,600	<b>\$73,539</b>	2025
<a href="#">Neighborhood Forest Inc</a>	MN	\$509,462	Executive Director	\$75,000	<b>\$75,381</b>	2024
<a href="#">Natural Restorations</a>	AZ	\$400,227	Executive Director	\$98,807	<b>\$96,657</b>	2024
<a href="#">Clean Fairfax Council</a>	VA	\$399,566	Executive Director	\$104,213	<b>\$99,712</b>	2025
<a href="#">Growsmart Maine</a>	ME	\$513,715	Executive Di	\$103,114	<b>\$105,025</b>	2024
<a href="#">Plant It Again</a>	CA	\$391,678	Ceo	\$82,309	<b>\$72,294</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Next Level Productions And Promotions</a>	FL	\$376,467	President	\$11,099	<b>\$10,919</b>	2023
<a href="#">Camp Rd Inc</a>	MI	\$536,765	Executive Director	\$48,673	<b>\$52,611</b>	2023
<a href="#">Foothills Rails-to-trails Coalition</a>	WA	\$536,942	Executive Director	\$74,100	<b>\$69,475</b>	2023
<a href="#">Cuenca Los Ojos</a>	AZ	\$375,552	Executive Director	\$35,337	<b>\$34,568</b>	2024
<a href="#">Keep North Fulton Beautiful Inc</a>	GA	\$360,232	Former Executive Director	\$85,800	<b>\$94,048</b>	2022
<a href="#">Keep Midland Beautiful Inc</a>	TX	\$351,019	Executive Dir.	\$28,413	<b>\$28,910</b>	2024
<a href="#">Proud Louisiana Llc</a>	LA	\$348,338	Executive Di	\$32,667	<b>\$36,589</b>	2024
<a href="#">Scenic Houston Inc</a>	TX	\$347,997	Executive Director	\$167,194	<b>\$170,118</b>	2024
<a href="#">Saratoga County Foundation Inc</a>	NY	\$342,857	Chamber President	\$35,004	<b>\$32,174</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IL 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 IL 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** 35 organizations. Compensation range \$10,919–\$170,118; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$456,498); for reference, expenses \$448,493 and assets \$637,216.

**ROLE MATCH** Pamela Osborne, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 3 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	34 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	37 <sup>th</sup>
Reportable pay only (column D), adjusted	34 <sup>th</sup>
All sources (D + E + F), adjusted	26 <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 (Pamela Osborne) 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 35 similarly situated organizations (Same NTEE sector (C50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$65,343 is reasonable (approximately the 34<sup>th</sup> 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.