

# Writing By Writers

Executive Director / CEO

This analysis benchmarks the total compensation of **Pam Houston, Executive Director / CEO** (\$101,278) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **67<sup>th</sup>** percentile of comparable organizations within the typical range

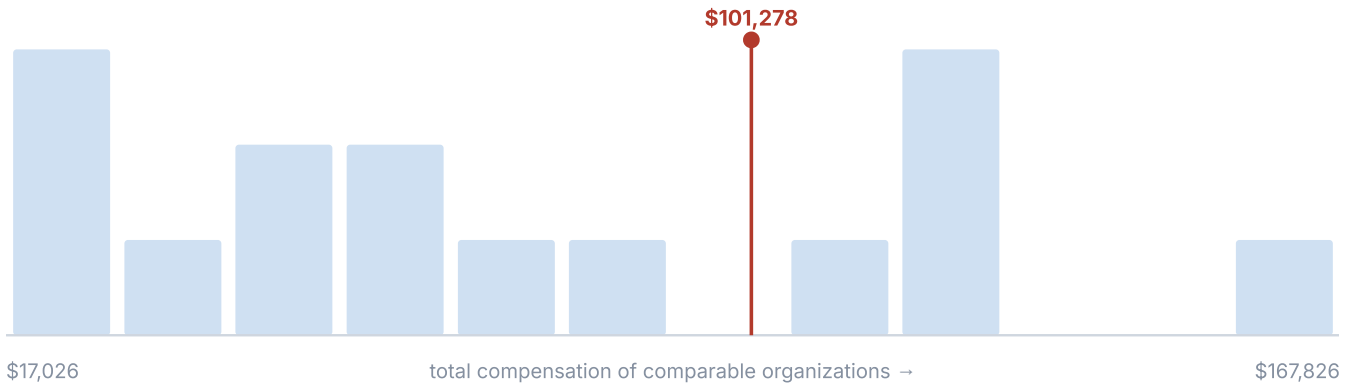
**Benchmarked executive:** Pam Houston — reported title “President”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

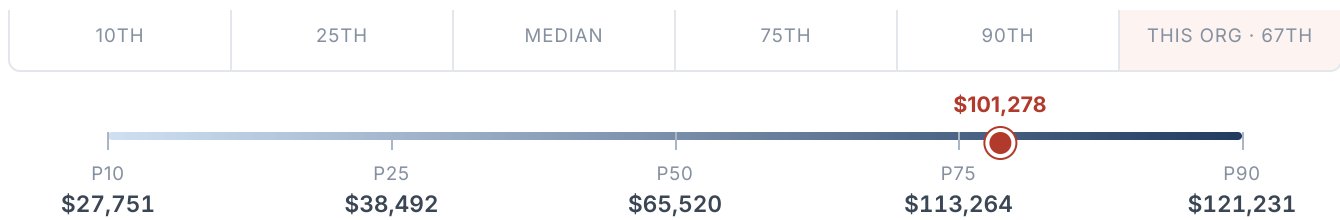
SECTOR	Organizations sharing the subject's NTEE classification (B60).
BUDGET	Total revenue between \$253,205 and \$566,877 — 0.67x to 1.50x the subject's \$377,918 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B60) + CA + budget 0.67–1.5x revenue.

**15** organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$27,751	\$38,492	\$65,520	\$113,264	\$121,231	\$101,278
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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 CA 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="#">Calcpa Institute</a>	CA	\$398,027	President And Ceo	\$16,587	<b>\$17,026</b>	2024
<a href="#">Plaza Comunitaria Sinaloa</a>	CA	\$348,476	Chief Executive Officer	\$69,807	<b>\$73,770</b>	2023
<a href="#">Professional Psych Seminars</a>	CA	\$412,099	Pres & Director	\$51,900	<b>\$51,900</b>	2025
<a href="#">The Institute Of Classical</a>	CA	\$336,507	Chapter Dire	\$101,823	<b>\$107,604</b>	2023
<a href="#">California State Society For Opticians</a>	CA	\$326,005	Executive Officer	\$42,600	<b>\$43,727</b>	2024
<a href="#">Mindful Birthing And Parenting</a>	CA	\$323,526	Vice President	\$28,550	<b>\$29,305</b>	2024
<a href="#">Southern California Regional Transit</a>	CA	\$455,596	Executive Dir.	\$163,500	<b>\$167,826</b>	2024
<a href="#">Epiphany Women In Focus</a>	CA	\$296,387	Ceo	\$62,000	<b>\$65,520</b>	2023
<a href="#">Tlafrica Inc</a>	CA	\$281,740	President Ceo	\$25,280	<b>\$26,715</b>	2023
<a href="#">Centro Laboral De Graton</a>	CA	\$493,223	Interim Exec Director	\$58,545	<b>\$61,869</b>	2023
<a href="#">California Independent Provider</a>	CA	\$493,470	Executive Director	\$112,535	<b>\$118,924</b>	2023
<a href="#">Refugee Jumpstart Coaching</a>	CA	\$508,472	Executive Director	\$32,400	<b>\$33,257</b>	2024
<a href="#">New Lehrhaus The Bay Area Hub</a>	CA	\$516,559	Executive Dir.	\$121,058	<b>\$121,058</b>	2025
<a href="#">Krishnamurti Center Llc</a>	CA	\$539,428	Director	\$78,741	<b>\$80,824</b>	2024
<a href="#">Medtechwomen</a>	CA	\$552,249	Executive Director	\$118,219	<b>\$121,347</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2025 dollars. Click any organization to verify the figure on ProPublica.

## ■ Methodology

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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 CA 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

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PEER COUNT	15 organizations. Compensation range \$17,026–\$167,826; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$377,918); for reference, expenses \$315,242 and assets \$145,464.
ROLE MATCH	Pam Houston, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer 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	67 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	67 <sup>th</sup>
Reportable pay only (column D), adjusted	33 <sup>rd</sup>
All sources (D + E + F), adjusted	60 <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

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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 (Pam Houston) 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 15 similarly situated organizations (Same NTEE sector (B60) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$101,278 is reasonable (approximately the 67<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.