

This analysis benchmarks the total compensation of **Heather Massey, Executive Director / CEO** (\$64,500) 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 **47<sup>th</sup>** percentile of comparable organizations within the typical range

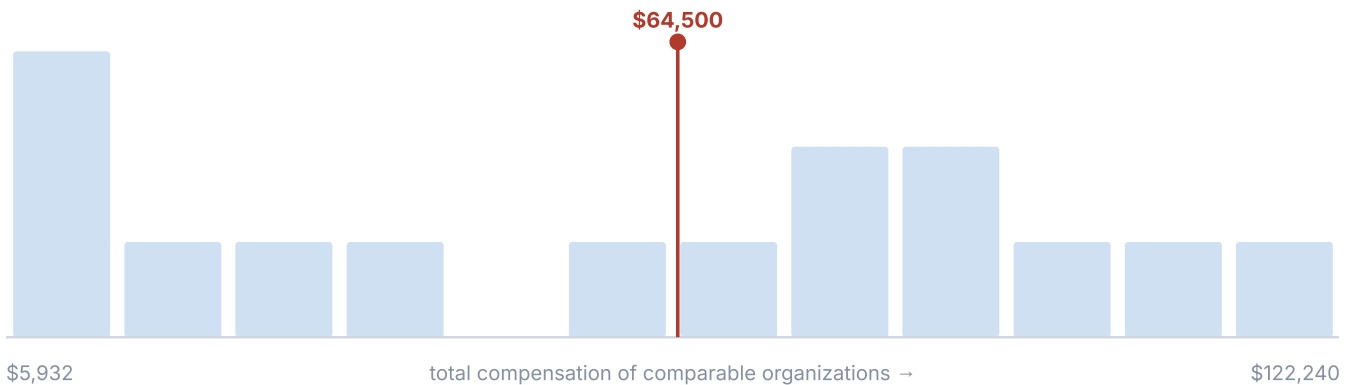
**Benchmarked executive:** Heather Massey — reported title "EXECUTIVE DI", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (G19).
BUDGET	Total revenue between \$235,182 and \$526,528 — 0.67x to 1.50x the subject's \$351,019 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (G19), nationwide + 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



\$14,967	\$26,102	\$65,294	\$87,632	\$106,686	\$64,500
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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
<a href="#">Well Being Development</a>	MN	\$345,334	Executive Director	\$28,700	<b>\$27,509</b>	2024
<a href="#">Helene Foundation</a>	NC	\$387,297	Officer	\$79,040	<b>\$79,220</b>	2024
<a href="#">The Cancer Care Fund Of</a>	CT	\$291,325	Executive Dir.	\$6,522	<b>\$5,932</b>	2024
<a href="#">Huntington's Disease Youth Organization</a>	MI	\$415,962	Executive Director	\$110,000	<b>\$110,133</b>	2024
<a href="#">Nightingales Harvest</a>	OH	\$280,595	Ceo	\$14,400	<b>\$15,231</b>	2023
<a href="#">Joe Beretta Foundation</a>	TN	\$271,831	Executive Director	\$62,391	<b>\$63,615</b>	2024
<a href="#">Heartbeat International Foundation Inc</a>	FL	\$266,644	Executive Director	\$100,000	<b>\$91,125</b>	2024
<a href="#">The Tanner Foundation For Neurological</a>	AL	\$264,855	Executive Director	\$62,308	<b>\$65,294</b>	2024
<a href="#">Life's Worc Foundation Inc</a>	NY	\$257,621	Cao/ceo (Eff	\$16,390	<b>\$14,791</b>	2023
<a href="#">International Hyperhidrosis Society</a>	PA	\$250,063	Executive Director	\$126,370	<b>\$122,240</b>	2024
<a href="#">Cancer Support Community - California</a>	CA	\$459,287	Executive Director	\$100,452	<b>\$84,139</b>	2024
<a href="#">Cancer Schmancer Foundation</a>	CA	\$482,878	Executive Dir.	\$117,721	<b>\$101,516</b>	2023
<a href="#">Hcf Supporting Organization</a>	TX	\$485,155	Executive Di	\$24,719	<b>\$24,694</b>	2023
<a href="#">Recovery On Water Inc</a>	IL	\$489,596	Executive Director	\$87,500	<b>\$83,443</b>	2024
<a href="#">Slk Health Services Corporation</a>	MD	\$514,105	Executive Director	\$40,790	<b>\$38,084</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to ME cost of living and 2023 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 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

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**PEER COUNT** 15 organizations. Compensation range \$5,932–\$122,240; filing years 2023–2024.

**SIZE BASIS** Matched on total revenue (\$351,019); for reference, expenses \$273,270 and assets \$4,334,078.

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

**RELATED-ORG PAY** 2 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	47 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	53 <sup>rd</sup>
Reportable pay only (column D), adjusted	47 <sup>th</sup>
All sources (D + E + F), adjusted	33 <sup>rd</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 (Heather Massey) 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 (G19), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$64,500 is reasonable (approximately the 47<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.