

San Juan Islands Shuttle System

Executive Director / CEO

EIN 462599534

WA · NTEE W40

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Debbie Haagensen, Executive Director / CEO** (\$76,894) against **every comparable organization** that fit the selection criteria — **389** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **44th** percentile of comparable organizations within the typical range

Benchmarked executive: Debbie Haagensen — 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 (W40).

BUDGET Total revenue between \$314,227 and \$703,495 — 0.67x to 1.50x the subject's \$468,997 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (W), nationwide + budget 0.67–1.5x revenue.

389 organizations qualified on sector, size, and geography → **389** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,694	\$49,412	\$84,713	\$125,040	\$170,616	\$76,894
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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 WA 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
Navy League Of The Us-honolulu Council	HI	\$469,792	Executive Director/national Director	\$96,211	\$96,211	2024
Foundation For Information Acctnbility	IN	\$469,937	President	\$45,000	\$53,004	2024
New Bridges For Haitian Success Inc	RI	\$470,033	Executive Director	\$128,920	\$147,980	2022
The Memphis Medical Society Inc	TN	\$467,957	Ceo	\$83,472	\$98,001	2024
Samaritan's Hand Inc	WI	\$470,813	Executive Director	\$72,100	\$86,588	2023
Angel Force Usa	CA	\$467,001	President	\$19,000	\$18,866	2023
Take A Vet Fishing Nfp	FL	\$466,907	President	\$50,000	\$54,014	2023
Native American Financial Services	DC	\$466,000	Executive Di	\$445,827	\$436,975	2024
National Guard Association Of Sc	SC	\$465,989	Executive Director	\$80,000	\$93,219	2024
Tea Party Patriots Foundation Inc	GA	\$472,219	President	\$14,706	\$17,003	2023
Center For Procurement Advocacy Inc	DC	\$472,417	Executive Director	\$26,890	\$27,134	2023
Transportation Solutions Foundation	CO	\$465,105	Executive Di	\$190,920	\$204,476	2024
The Maryland Public Policy Institute Inc	MD	\$472,932	President & Ceo	\$23,000	\$24,017	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Espacios Abiertos Puerto Rico Inc	PR	\$473,260	Excecutive Director	\$126,000	\$129,722	2023
Endowment For Middle East Truth	MD	\$473,288	Executive Director	\$153,785	\$165,330	2023
Utah Foundation	UT	\$473,338	President	\$162,747	\$186,046	2024
Tobin Project Inc	MA	\$463,981	Director Of Research	\$147,799	\$152,728	2023
Migrants Foundation Inc	FL	\$474,218	Executive Director	\$85,008	\$89,197	2024
Mormon Women For Ethical Government Foun	UT	\$463,124	Executive Dir.	\$50,906	\$59,913	2023
Jerry Ambrose Veterans Council Of Mohave County	AZ	\$475,017	President	\$2,550	\$2,739	2024
Wisconsin Veterans Network Inc	WI	\$462,596	Executive Dir.	\$68,992	\$80,478	2024
Commodore Denig American Legion	OH	\$462,253	Adjutant	\$2,400	\$2,839	2024
23rd Veteran	MN	\$461,910	Executive Director	\$85,800	\$94,694	2024
State Government Affairs Council	VA	\$478,088	Executive Director	\$37,760	\$40,722	2024
Skeleton Crew Adventures	TX	\$459,641	Director Of	\$47,017	\$54,083	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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	389 organizations. Compensation range \$152–\$952,969; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$468,997); for reference, expenses \$483,533 and assets \$521,409.
ROLE MATCH	Debbie Haagensen, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	39 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	8 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	44 th
Total compensation (D + F), as reported (no adjustments)	50 th
Reportable pay only (column D), adjusted	46 th
All sources (D + E + F), adjusted	37 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 (Debbie Haagensen) 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 389 similarly situated organizations (Same NTEE major group (W), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$76,894 is reasonable (approximately the 44th 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.