

The Monkey And The Elephant

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Anne Harrison, Executive Director / CEO** (\$60,996) against **every comparable organization** that fit the selection criteria — **347** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68th** percentile of comparable organizations within the typical range

Benchmarked executive: Anne Harrison — reported title “EXECUTIVE DIRECTOR (FORMER)”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (J99).
BUDGET	Total revenue between \$155,547 and \$348,241 — 0.67x to 1.50x the subject's \$232,161 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (J), nationwide + budget 0.67–1.5x revenue.

347 organizations qualified on sector, size, and geography → **347** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,070	\$10,477	\$37,715	\$67,634	\$92,588	\$60,996
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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
Automotive Industry Apprenticeship Trust	CA	\$232,917	Administrator	\$113,057	\$97,896	2023
Amalgamated Transit Union-division 956	PA	\$233,203	President	\$19,719	\$19,153	2024
Jeff Weikert Consulting Inc	FL	\$231,108	Chief Executive Officer	\$104,372	\$95,501	2024
Amalgamated Transit Union	CT	\$233,362	President	\$32,592	\$29,764	2024
Eldreds Nursery Foundation	TX	\$230,855	Board Member	\$500	\$502	2023
Candorful Inc	MA	\$233,926	Executive Di	\$103,846	\$90,892	2024
Utah Women In The Trades	UT	\$233,963	Executive Director	\$47,820	\$47,670	2024
The Javne Fund	NY	\$229,947	Dir / Evp / Sec	\$227,500	\$200,231	2024
Assisted Employment Services Inc	FL	\$234,395	President	\$72,897	\$66,701	2024
Steadfast Foundation	LA	\$234,472	Executive Director	\$76,096	\$79,511	2025
Letter Carriers Branch 4065 Association Of Letter Carriers	TX	\$234,656	President, Shop Steward	\$24,734	\$24,098	2024
Las Vegas Peace Officers Association	NV	\$234,866	President	\$6,681	\$6,355	2025
The Journey Forward	IL	\$235,172	Executive Director	\$90,366	\$86,531	2024
Milpitas Police Officers Association	CA	\$235,488	President	\$10,900	\$8,931	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ubc & Ja Local 352	NH	\$228,364	Warden	\$700	\$613	2025
Center For Youth Development Through Law	CA	\$236,575	Executive Dir.	\$68,172	\$57,336	2024
Tle Center For Urban	MA	\$227,568	Executive Di	\$26,783	\$23,442	2024
Baltimore Green Justice Workers	MD	\$236,775	President	\$67,608	\$61,564	2024
International Association Of Heat & 53 A	LA	\$227,422	Training Director	\$82,417	\$88,393	2024
Building & Construction Trades Council	NY	\$227,078	President	\$6,000	\$5,437	2023
San Joaquin County Probation Officers	CA	\$227,028	President	\$1,125	\$946	2024
Manchester Police Patrolmans	NH	\$227,019	President	\$7,000	\$6,295	2024
Garfield Federation Of Teachers	NJ	\$226,873	President	\$6,520	\$5,670	2024
Monroe County Sheriff Police Benevolent	NY	\$226,620	Out-going President	\$4,231	\$3,834	2023
Greater Fort Lauderdale Gay And Lesbian	FL	\$238,062	President	\$147,587	\$139,031	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA cost of living and 2023 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 **347** organizations. Compensation range \$17–\$543,457; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$232,161); for reference, expenses \$518,944 and assets \$238,815. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Anne Harrison, reported title " <i>EXECUTIVE DIRECTOR (FORMER)</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	38 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	7 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	68 th
Total compensation (D + F), as reported (no adjustments)	67 th
Reportable pay only (column D), adjusted	74 th
All sources (D + E + F), adjusted	62 nd

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 (Anne Harrison) 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 347 similarly situated organizations (Same NTEE major group (J), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$60,996 is reasonable (approximately the 68th 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.