

# The Outside Foundation

Executive Director / CEO

This analysis benchmarks the total compensation of **Dr Jean Fruh, Executive Director / CEO** (\$45,833) against **every comparable organization** that fit the selection criteria — **95** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **32<sup>nd</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Dr Jean Fruh — 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 (C60).

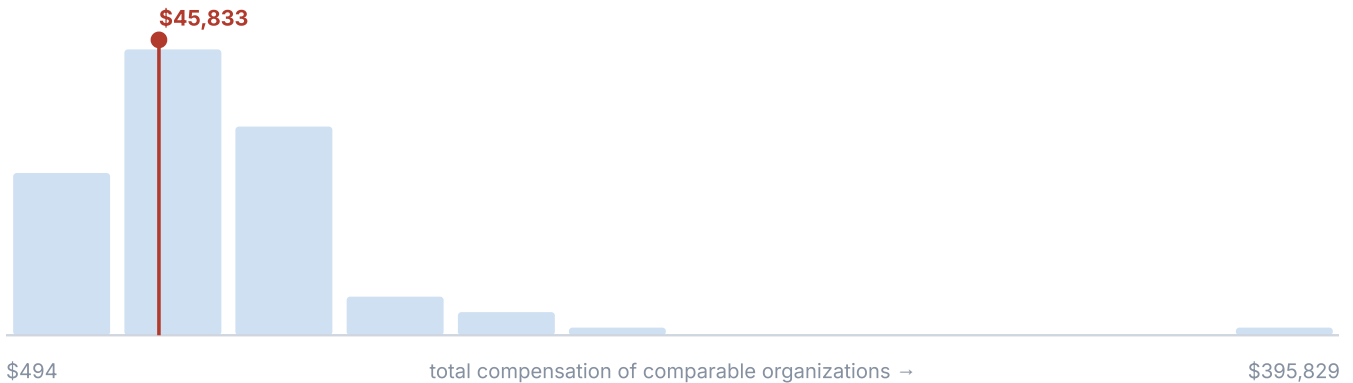
**BUDGET** Total revenue between \$226,554 and \$507,211 — 0.67x to 1.50x the subject's \$338,141 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (C60), nationwide + budget 0.67–1.5x revenue.

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

→ **95** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,585	\$37,403	\$59,402	\$75,239	\$100,734	\$45,833
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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 SC 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 San Damiano Inc</a>	WI	\$337,155	Director	\$11,760	<b>\$11,773</b>	2024
<a href="#">Biodiversity For A Livable Climate</a>	MA	\$337,077	Executive Di	\$53,333	<b>\$45,939</b>	2024
<a href="#">The Greenhouse Project</a>	NV	\$336,362	Executive Di	\$36,907	<b>\$35,461</b>	2024
<a href="#">Maunalua Fishpond Heritage Center</a>	HI	\$336,176	Executive Di	\$72,500	<b>\$62,219</b>	2024
<a href="#">Sustainable San Mateo County</a>	CA	\$335,463	Executive Director	\$61,271	<b>\$52,213</b>	2023
<a href="#">Oklahoma Energy Education Foundation</a>	OK	\$341,930	Executive Director	\$17,282	<b>\$18,779</b>	2023
<a href="#">Global Inheritance Inc</a>	CA	\$342,197	Executive Di	\$30,508	<b>\$25,998</b>	2023
<a href="#">Education Economics Environmental Climate And Heal</a>	MS	\$332,687	Board Member	\$463	<b>\$494</b>	2024
<a href="#">Perennial</a>	MO	\$345,969	Executive Director	\$54,900	<b>\$55,737</b>	2024
<a href="#">Parking Reform Network</a>	OR	\$347,252	President	\$30,000	<b>\$26,705</b>	2024
<a href="#">Always Choose Adventures</a>	CO	\$350,083	Executive Di	\$8,100	<b>\$7,445</b>	2024
<a href="#">The Kiva Center</a>	CO	\$351,466	Treasurer	\$59,750	<b>\$54,918</b>	2024
<a href="#">Life Frames Inc</a>	CA	\$322,566	Executive Dir.	\$46,170	<b>\$39,344</b>	2023
<a href="#">Families In Nature</a>	TX	\$319,367	Executive Dir.	\$88,838	<b>\$85,182</b>	2024
<a href="#">High Desert Horticultural Center</a>	OR	\$358,304	Nursery Manager	\$31,603	<b>\$28,132</b>	2024
<a href="#">Health Professionals For A Healthy</a>	MN	\$317,816	Executive Director	\$72,359	<b>\$68,535</b>	2024
<a href="#">Crowe's Nest Farm Inc</a>	TX	\$317,182	Vice Pres	\$42,000	<b>\$41,462</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Craters Of The Moon Natural History Asso</a>	ID	\$360,693	Executive Director	\$62,538	<b>\$63,770</b>	2024
<a href="#">Pilsen Enviromental Rights And Reform Organization</a>	IL	\$363,375	President	\$1,950	<b>\$1,838</b>	2024
<a href="#">Eastern Region Association Of Forest And Nature Schools</a>	MD	\$364,438	Executive Director	\$76,916	<b>\$70,965</b>	2023
<a href="#">Harvest Of All First Nations</a>	CO	\$311,307	Chair	\$60,489	<b>\$55,597</b>	2024
<a href="#">Ravenwood Outdoor Learning Center</a>	MT	\$309,188	Trustee And	\$53,045	<b>\$56,428</b>	2023
<a href="#">Olympic Nature Experience</a>	WA	\$307,779	Exec Director	\$28,628	<b>\$24,568</b>	2024
<a href="#">Green Beverly 107q Inc</a>	MA	\$369,863	President	\$48,000	<b>\$41,346</b>	2024
<a href="#">Habitatmap Incorporated</a>	NY	\$370,978	Executive Di	\$23,000	<b>\$19,922</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to SC 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 SC 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	95 organizations. Compensation range \$494–\$395,829; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$338,141); for reference, expenses \$392,305 and assets \$150,442.
ROLE MATCH	Dr Jean Fruh, reported title "EXECUTIVE DI", 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.

**OUTLIERS** 5 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	32 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	27 <sup>th</sup>
Reportable pay only (column D), adjusted	33 <sup>rd</sup>
All sources (D + E + F), adjusted	31 <sup>st</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 (Dr Jean Fruh) 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 95 similarly situated organizations (Same NTEE sector (C60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$45,833 is reasonable (approximately the 32<sup>nd</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.