

Santa Cruz Works

Executive Director / CEO

EIN 465155901

CA · NTEE S30

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Doug Erickson, Executive Director / CEO** (\$84,000) against **every comparable organization** that fit the selection criteria — **129** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **60th** percentile of comparable organizations within the typical range

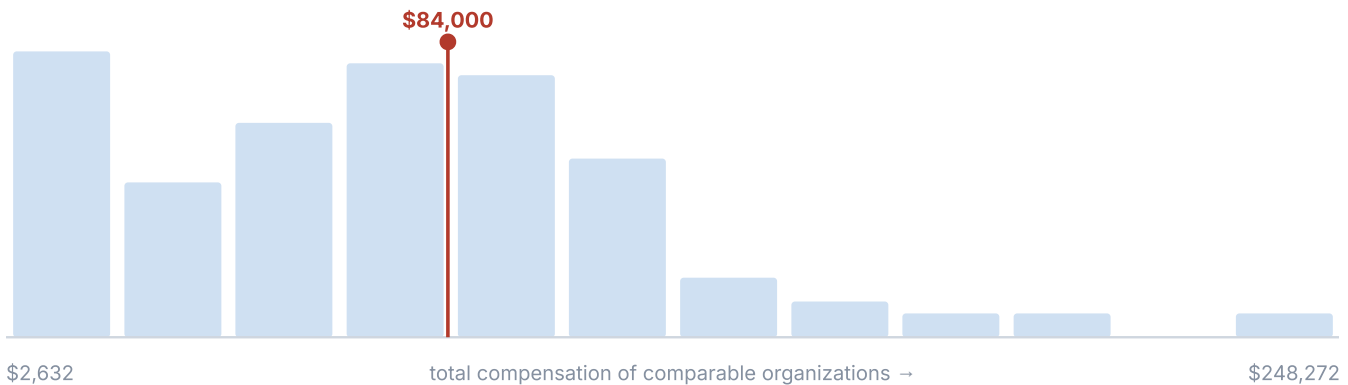
Benchmarked executive: Doug Erickson — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S30).
BUDGET	Total revenue between \$158,419 and \$354,670 — 0.67x to 1.50x the subject's \$236,447 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S30), nationwide + budget 0.67–1.5x revenue.

129 organizations qualified on sector, size, and geography → **129** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,348	\$41,112	\$76,350	\$103,845	\$130,833	\$84,000
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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
Creative Portland Corporation	ME	\$236,053	Executive Di	\$31,843	\$36,926	2024
Economic Development Professionals Association	SD	\$236,950	Chairman	\$2,000	\$2,632	2023
Parnassah Network Inc	NJ	\$236,955	Ceo & Trustee	\$18,000	\$19,162	2023
World Trade Center Association	CA	\$237,400	President And Ceo	\$40,192	\$40,192	2024
St Mary's County Community	MD	\$234,480	Executive Director	\$50,000	\$54,135	2024
Yuma Multiversity Campus Corporation	AZ	\$238,751	President & Ceo	\$118,773	\$132,283	2024
Sector67 Inc	WI	\$233,249	President	\$36,000	\$44,826	2023
Southside First Economic	TX	\$240,099	Interim Ceo	\$28,750	\$34,289	2023
Southwest Michigan Regional Chamber	MI	\$241,122	Ceo & President	\$4,838	\$5,783	2024
So Cal Corporate Growth Partners	CA	\$241,473	Executive Director	\$87,590	\$90,177	2023
Economic Development Corporation Of	IL	\$243,161	Ceo	\$80,000	\$91,082	2024
Johnson County Economic Development Corp	MO	\$229,565	Executive Director	\$86,357	\$109,053	2023
Everett Station District Alliance	WA	\$244,137	Executive Director	\$47,997	\$51,235	2023
Milestone Growth Capital Institute	MI	\$244,356	President And C.e.o.	\$36,450	\$43,570	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Business & Education Network Inc	KY	\$227,365	Executive Director	\$13,485	\$16,778	2024
Agile City Winston-salem	NC	\$246,249	Executive Di	\$163,787	\$201,777	2023
Economic Collaborative Of N Arizona	AZ	\$246,722	President & Ceo	\$107,635	\$116,789	2025
Economic Development Partnership Of Wrig	MN	\$223,376	Executive Director	\$69,060	\$79,026	2024
Lincoln County Economic Dev Foundation	KS	\$223,067	Director	\$61,163	\$78,782	2023
Norfolk Innovation Corridor	VA	\$221,725	Executive Di	\$20,000	\$22,363	2024
Downtown Janesville Inc	WI	\$221,656	Managing Direct	\$74,519	\$90,127	2024
The Space On Main	VT	\$251,549	Executive Dir.	\$76,000	\$91,205	2023
We Lead	IA	\$220,331	Executive Director	\$78,125	\$99,064	2024
Elevate Edgerton Inc	KS	\$220,011	President/tr	\$137,815	\$172,422	2024
Inner City Green Team Economic And Enviromental Development	NY	\$217,956	Charlton	\$100,000	\$104,647	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 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 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.

● Sample, role match & sensitivity

PEER COUNT **129** organizations. Compensation range \$2,632–\$248,272; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$236,447); for reference, expenses \$262,100 and assets \$175,582.
ROLE MATCH	Doug Erickson, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	22 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	60 th
Total compensation (D + F), as reported (no adjustments)	73 rd
Reportable pay only (column D), adjusted	62 nd
All sources (D + E + F), adjusted	49 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 (Doug Erickson) 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 129 similarly situated organizations (Same NTEE sector (S30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$84,000 is reasonable (approximately the 60th 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.