

Zephyr Institute Inc

Executive Director / CEO

EIN 471979289
 CA · NTEE S05
 FY ending 2024-12-31
 June 13, 2026

This analysis benchmarks the total compensation of **Matthew Bowman, Executive Director / CEO** (\$93,516) against **every comparable organization** that fit the selection criteria — **1760** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **49th** percentile of comparable organizations within the typical range

Benchmarked executive: Matthew Bowman — reported title “PRESIDENT AND EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S05).
BUDGET	Total revenue between \$314,650 and \$704,440 — 0.67x to 1.50x the subject's \$469,627 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (S), nationwide + budget 0.67–1.5x revenue.

1,760 organizations qualified on sector, size, and geography → **1,760** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$24,852	\$59,479	\$94,393	\$135,122	\$186,674	\$93,516
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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
Local 338 Real Estate Holding Corp	NY	\$469,750	President	\$72,825	\$76,209	2024
Int'l Ind Showmen's Foundation Inc	FL	\$469,399	Director	\$38,295	\$42,892	2023
Pike County Economic Development	AL	\$469,860	President	\$174,187	\$217,927	2024
Naa Kaani Native Program	WA	\$469,335	Executive Director	\$48,954	\$52,256	2023
Great Plains Development Inc	KS	\$469,125	Co-executive Director	\$84,532	\$105,759	2024
Ua 168 Building Corporation	OH	\$468,917	Financial Secretary/treasu	\$92,850	\$110,953	2025
Laurel District Association	CA	\$468,876	Executive Dir.	\$52,083	\$52,083	2024
Armed Forces Marketing Council	VA	\$470,536	President	\$351,695	\$393,256	2024
Air Refueling Systems Advisory Group International	TX	\$468,559	Chairman	\$66,539	\$79,358	2023
U A Local 773 Glens Falls Building	NY	\$470,773	Director	\$114,100	\$119,402	2024
Camara De Comercio Del Sur De Puerto Rico Inc	PR	\$470,820	Executive Director	\$38,377	\$38,377	2024
Maine Outdoor Brands Inc	ME	\$470,897	Executive Director	\$82,944	\$99,025	2023
White House Chamber Of Commerce	TN	\$470,907	Director	\$88,461	\$107,683	2024
United Steelworkers Local 11-13214	WY	\$470,965	President	\$37,637	\$46,673	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sunset Park District Management	NY	\$468,235	Executive Direc	\$63,780	\$66,744	2024
People Organized For Westside Renewal	CA	\$467,982	Exec Director	\$87,229	\$89,806	2023
Southern Mutual Help Association Inc	LA	\$471,290	President	\$180,319	\$236,734	2023
Chicago Area Independent Constructi	IL	\$467,890	Director	\$114,400	\$134,094	2023
La Crosse Area Realtors Association	WI	\$467,721	Assoc Execut	\$111,858	\$135,287	2024
Industry University Research Center Inc	PR	\$467,060	Executive Director	\$140,176	\$140,176	2024
American Business Council Kuwait		\$466,769	Executive Director	\$54,539	\$56,150	2023
Macomb County Community Dispute	MI	\$466,668	Manager	\$108,963	\$130,247	2024
Family First Center Of Lake County	IL	\$466,631	Executive Dir.	\$84,285	\$98,795	2023
Startup Columbus Inc	GA	\$473,042	Executive Dir.	\$98,329	\$114,497	2024
Broussard Chamber Of Commerce	LA	\$466,085	Ceo	\$76,800	\$97,935	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	1760 organizations. Compensation range \$1–\$1,322,175; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$469,627); for reference, expenses \$396,983 and assets \$1,493,041.
ROLE MATCH	Matthew Bowman, reported title " <i>PRESIDENT AND EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	215 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	68 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	49 th
Total compensation (D + F), as reported (no adjustments)	59 th
Reportable pay only (column D), adjusted	52 nd
All sources (D + E + F), adjusted	40 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 (Matthew Bowman) 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 13, 2026, comparing compensation against 1760 similarly situated organizations (Same NTEE major group (S), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$93,516 is reasonable (approximately the 49th 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 13, 2026.