

Come Alive Outside

Executive Director / CEO

EIN 472357025

VT · NTEE N01

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Arwen Turner, Executive Director / CEO** (\$87,200) against **every comparable organization** that fit the selection criteria — **1341** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **88th** percentile of comparable organizations within the typical range

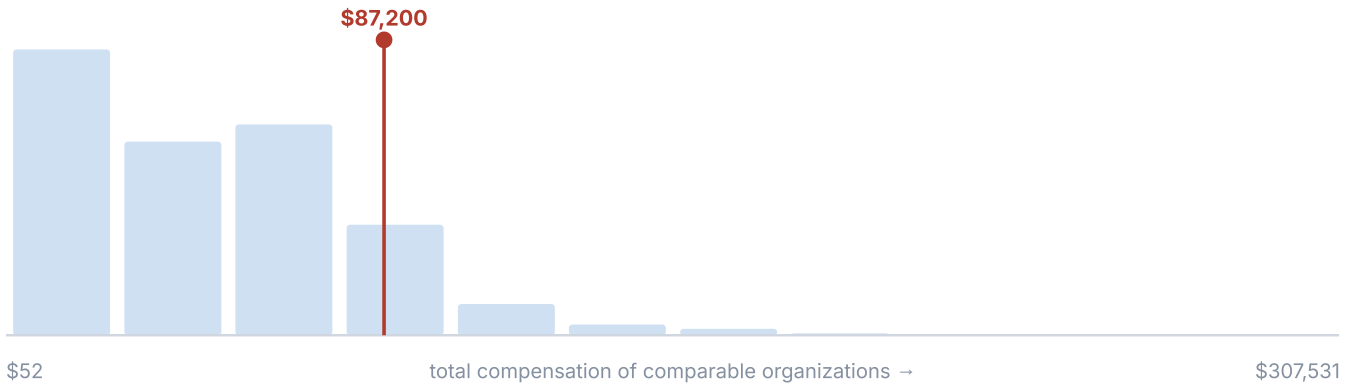
Benchmarked executive: Arwen Turner — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (N01).
BUDGET	Total revenue between \$292,643 and \$655,171 — 0.67x to 1.50x the subject's \$436,781 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (N), nationwide + budget 0.67–1.5x revenue.

1,341 organizations qualified on sector, size, and geography → **1,341** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,667	\$15,888	\$43,766	\$70,214	\$91,476	\$87,200
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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 VT 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
Monongahela River Trails Conservancy Limited	WV	\$436,815	Executive Director	\$47,500	\$49,631	2024
Sporting Fc Inc	CA	\$437,078	Cfo	\$57,936	\$48,278	2024
Fairmont Youth Hockey Association	MN	\$437,103	Treasurer	\$1,500	\$1,393	2025
Camp Tuku	AZ	\$437,227	Operations Director	\$52,325	\$48,562	2024
Wyoming Amateur Hockey Association	WY	\$437,389	Treasurer	\$6,500	\$6,717	2024
Girls On The Run Of The Grand Valley	CO	\$437,460	Executive Director	\$55,000	\$49,581	2025
Sanford Area Soccer League	NC	\$437,580	Executive Di	\$19,050	\$18,995	2024
New Mexico Soccer Academy Inc	NM	\$437,643	Girls Director	\$51,000	\$54,498	2023
Sports For Youth	WA	\$437,850	Vice President	\$66,000	\$58,707	2023
Atherton Bulldogs Corp	CA	\$435,671	President	\$150,249	\$128,899	2023
Derivera Park Trust	OH	\$437,948	Administrato	\$37,025	\$37,843	2024
Mchenry Area Soccer Federation Inc	IL	\$438,126	Director	\$1,055	\$1,001	2024
Usa Swimming Inc	GA	\$435,384	Former Key Employee	\$27,500	\$26,683	2024
Clipped In For Life	CA	\$438,246	Vice President	\$79,591	\$66,323	2024
Top Flight Elite	CA	\$435,214	Ceo	\$33,000	\$27,498	2024
Conroe Area Youth Baseball Inc	TX	\$435,205	Secretary	\$25,304	\$24,426	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Broken Arrow Boys Baseball Program	OK	\$435,139	President	\$9,050	\$9,616	2024
Michigan Intercollegiate	MI	\$438,618	Commissioner	\$148,932	\$144,521	2025
Fresno Junior Hockey Club	CA	\$438,642	Member At Large	\$2,700	\$2,192	2025
Real Billings Fc	MT	\$439,012	Director Registrar	\$17,000	\$17,684	2024
Women Of Oz Nwa	AR	\$434,474	Executive Di	\$50,650	\$56,564	2023
Ahahui Koa Anuenue	HI	\$434,425	President	\$66,299	\$58,973	2023
Center For Movement Challenges Inc	GA	\$439,166	Secretary	\$40,000	\$38,812	2024
East Springfield Community Center	IL	\$434,283	President	\$53,000	\$51,767	2023
Boston Taekwondo Project Inc	MA	\$439,323	Director/chairman	\$90,802	\$76,712	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VT 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 VT 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	1341 organizations. Compensation range \$52-\$307,531; filing years 2021-2025.
SIZE BASIS	Matched on total revenue (\$436,781); for reference, expenses \$407,886 and assets \$186,239.
ROLE MATCH	Arwen Turner, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	36 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 17 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	88 th
Total compensation (D + F), as reported (no adjustments)	86 th
Reportable pay only (column D), adjusted	89 th
All sources (D + E + F), adjusted	86 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 (Arwen Turner) 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 1341 similarly situated organizations (Same NTEE major group (N), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$87,200 is reasonable (approximately the 88th 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.