

State Services Organization Inc

Executive Director / CEO

EIN 522223432

DC · NTEE W02

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Audrey Williams, Executive Director / CEO** (\$143,437) against **every comparable organization** that fit the selection criteria — **28** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **100th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Audrey Williams — reported title “Interim 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 (W02).

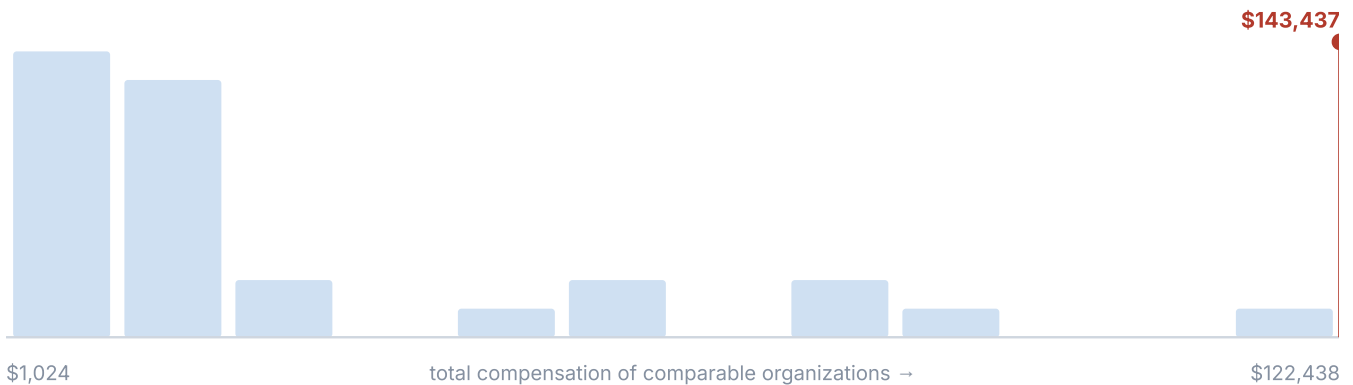
BUDGET Total revenue between \$27,011 and \$60,472 — 0.67x to 1.50x the subject's \$40,315 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (W), nationwide + budget 0.67–1.5x revenue.

28 organizations qualified on sector, size, and geography

→ **28** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$1,476	\$7,772	\$14,574	\$34,885	\$75,930	\$143,437
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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 DC 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
The Howard K Finch Memorial Fund	NY	\$40,452	Trustee	\$1,493	\$1,583	2023
Lucy Harper Grier Benevolent Foundation	SC	\$38,704	Secretary	\$44,976	\$53,469	2024
Groww Education Inc	WI	\$42,628	Executive Director	\$15,364	\$18,825	2023
Arthur Butler Post 359 The American	NY	\$35,783	1st Vice Commander	\$11,800	\$12,510	2023
Distribution And Assistance Inc	MO	\$46,255	President	\$12,000	\$14,484	2024
Reserve Officers Association Memorial	DC	\$33,751	Executive Director	\$18,644	\$19,195	2023
Elite Test Community Association	OH	\$33,644	Vice President	\$14,926	\$18,548	2023
Qjpac Inc	NY	\$32,253	Executive Director, Trustee	\$19,600	\$20,779	2023
Miriam Foundation	SC	\$48,535	Executive Di	\$65,000	\$77,275	2024
National Association Of Consumer	DC	\$49,419	Executive Dir.	\$5,990	\$6,167	2023
Innsure Corporation	MA	\$49,677	President	\$49,492	\$58,667	2021
Kck 501 Minnesota All Inc	KS	\$49,987	Vice President	\$61,208	\$75,354	2024
Us Pugwash	DC	\$30,200	Executive Director	\$6,000	\$6,177	2023
Michigan Forest Association	MI	\$51,107	Executive Director	\$10,500	\$12,350	2024
New Jersey Utility Shareholders	NJ	\$51,280	President	\$28,000	\$28,489	2024
Brave New Films Action Fund 501(c)4	CA	\$51,523	Cfo	\$4,390	\$4,320	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Center For Business And Consumer Ethics	OH	\$28,268	Trustee, Exec Director	\$12,149	\$14,663	2024
Valley Water Company	CO	\$52,473	Director	\$7,800	\$8,303	2025
Genius 100 Foundation Us	NY	\$53,600	Ceo Secretary And Director	\$48,600	\$50,045	2024
Partners Making A Difference	MI	\$54,116	President	\$104,094	\$122,438	2024
Institute For International	MA	\$55,760	President	\$1,000	\$1,024	2024
Beyond Housingnhs Community Lending	MO	\$55,886	President	\$8,454	\$10,204	2024
Stamford Veterans Park Partnership Inc	CT	\$57,293	Executive Director	\$82,500	\$85,876	2025
National Executive Forum Inc	MD	\$57,500	President	\$28,000	\$29,831	2024
Nebraska Association Of Former State Legislators	NE	\$58,432	Executive Director	\$1,000	\$1,226	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to DC 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 DC 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	28 organizations. Compensation range \$1,024–\$122,438; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$40,315); for reference, expenses \$415,669 and assets \$877,802. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Audrey Williams, reported title <i>"Interim Executive Director"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	8 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	100 th
Total compensation (D + F), as reported (no adjustments)	100 th
Reportable pay only (column D), adjusted	100 th
All sources (D + E + F), adjusted	75 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 (Audrey Williams) 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 28 similarly situated organizations (Same NTEE major group (W), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$143,437 is reasonable (approximately the 100th 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.