

# The Advocacy Project

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Iain Guest, Executive Director / CEO** (\$33,000) against **every comparable organization** that fit the selection criteria — **319** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **38<sup>th</sup>** percentile of comparable organizations within the typical range

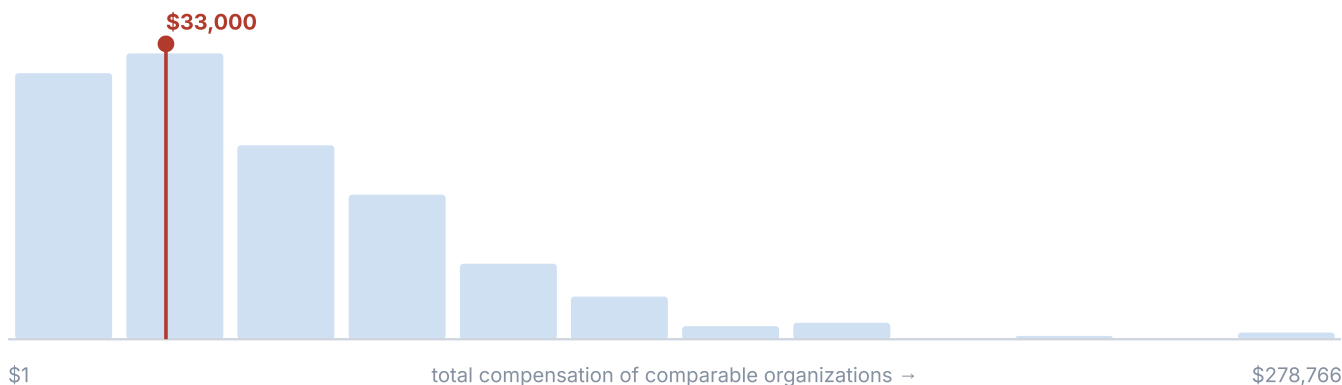
**Benchmarked executive:** Iain Guest — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q70).
BUDGET	Total revenue between \$115,666 and \$258,955 — 0.67x to 1.50x the subject's \$172,637 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (Q), nationwide + budget 0.67–1.5x revenue.

**319** organizations qualified on sector, size, and geography → **319** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$8,574	\$22,541	\$44,871	\$73,579	\$105,557	\$33,000
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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 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
<a href="#">Coalition For Integrity Inc</a>	DC	\$172,861	President & Ceo	\$287,000	<b>\$278,766</b>	2024
<a href="#">The Social Enterprise Fund Inc</a>	FL	\$172,241	Director	\$2,400	<b>\$2,495</b>	2024
<a href="#">Japan-america Society Of</a>	PA	\$174,087	Executive Director	\$47,736	<b>\$52,691</b>	2024
<a href="#">Raising Hope Inc</a>	PA	\$171,014	President	\$21,140	<b>\$23,334</b>	2024
<a href="#">The Coffee Trust</a>	NM	\$170,317	Secretary/tr	\$6,573	<b>\$7,825</b>	2024
<a href="#">Make Life Skate Life</a>	CO	\$175,405	President	\$24,000	<b>\$26,225</b>	2023
<a href="#">Southwest Jewish Congress</a>	TX	\$168,889	Executive Director	\$45,000	<b>\$49,825</b>	2024
<a href="#">Wisconsin Cyber Threat Response Alliance</a>	WI	\$176,907	President & Ceo	\$61,000	<b>\$72,597</b>	2023
<a href="#">Jubilee Usa Network</a>	DC	\$168,246	Executive Dir.	\$189,520	<b>\$184,083</b>	2024
<a href="#">Japan Society Of Boston Inc</a>	MA	\$168,092	Executive Director	\$63,461	<b>\$64,986</b>	2023
<a href="#">International Medicine Network Inc</a>	OK	\$177,364	President	\$43,017	<b>\$52,430</b>	2024
<a href="#">Junior Achievement Of Middletown Area</a>	OH	\$167,633	President/ed	\$73,123	<b>\$83,515</b>	2025
<a href="#">Friends Of Sharing The Dream In Guatemala</a>	SD	\$177,689	Executive Director	\$43,100	<b>\$52,649</b>	2024
<a href="#">Lumen Inc</a>	VA	\$177,837	Director	\$19,140	<b>\$21,060</b>	2023
<a href="#">Himalayan Healthcare Inc</a>	NY	\$167,365	Director	\$38,280	<b>\$38,288</b>	2024
<a href="#">Alaska World Affairs Council</a>	AK	\$167,258	President/ce	\$79,434	<b>\$86,542</b>	2023
<a href="#">World Kashmir Awareness</a>	OH	\$178,050	Secretary	\$20,000	<b>\$23,447</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Partnership International Inc</a>	DC	\$167,065	Senior Engineer - Solar & Wind	\$33,064	<b>\$32,115</b>	2024
<a href="#">New Asia Foundation For Education</a>	CA	\$178,689	President	\$7,500	<b>\$7,380</b>	2023
<a href="#">Godesign Inc</a>	GA	\$178,799	Ceo	\$57,200	<b>\$63,660</b>	2024
<a href="#">Partners For Cancer Care And</a>	MD	\$166,465	Executive Director	\$61,500	<b>\$65,521</b>	2023
<a href="#">Mbeya</a>	CA	\$178,935	Chief Executive	\$77,004	<b>\$75,773</b>	2023
<a href="#">Heart Of Christ-corazon De Cristo Inc</a>	AL	\$165,779	President	\$11,300	<b>\$13,513</b>	2024
<a href="#">Junior Achievement Of Hawaii Inc</a>	HI	\$165,759	President	\$94,682	<b>\$96,600</b>	2023
<a href="#">Head First Development</a>	UT	\$179,547	Exec. Vp, Op	\$86,278	<b>\$100,627</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to DC 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 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT	319 organizations. Compensation range \$1–\$278,766; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$172,637); for reference, expenses \$190,684 and assets \$86,134.
ROLE MATCH	Iain Guest, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	12 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 10 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	38 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	39 <sup>th</sup>
Reportable pay only (column D), adjusted	39 <sup>th</sup>
All sources (D + E + F), adjusted	36 <sup>th</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 (Iain Guest) 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 319 similarly situated organizations (Same NTEE major group (Q), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$33,000 is reasonable (approximately the 38<sup>th</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.