

America Scores

This analysis benchmarks the total compensation of **Alexandra Foster, Executive Director / CEO** (\$80,000) against **every comparable organization** that fit the selection criteria — **63** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68th** percentile of comparable organizations within the typical range

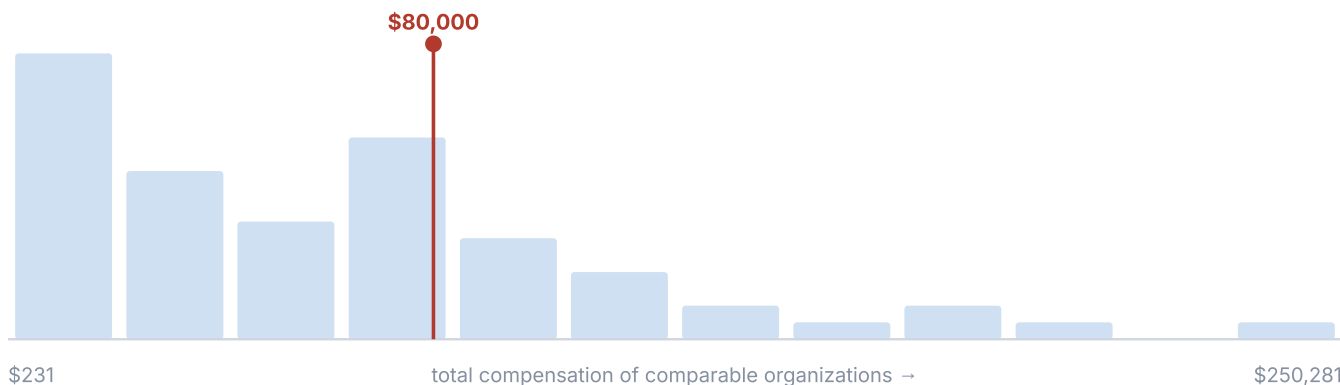
Benchmarked executive: Alexandra Foster — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (W99).
BUDGET	Total revenue between \$161,582 and \$361,752 — 0.67x to 1.50x the subject's \$241,168 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (W99), nationwide + budget 0.67–1.5x revenue.

63 organizations qualified on sector, size, and geography → **63** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,698	\$19,003	\$57,911	\$89,558	\$125,576	\$80,000
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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 WA 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
Reflex Public Recreation Center Inc	NY	\$243,187	Secretary	\$7,000	\$7,065	2024
Driving Successful Lives	MI	\$245,393	Treasurer	\$200	\$231	2024
Arizonans For Tribal Government Gaming	AZ	\$245,430	Executive Director	\$21,881	\$23,504	2024
Gullotta House Inc	NY	\$245,494	President	\$10,800	\$11,222	2023
The Momentum Network	TN	\$246,930	President/ce	\$67,830	\$81,989	2023
Kennett Flash Inc	PA	\$231,488	Executive Di	\$57,050	\$63,545	2024
Aranya Solutions	MT	\$230,397	President	\$12,000	\$14,874	2023
The Pilcrow Foundation	OR	\$225,026	President	\$56,250	\$60,068	2023
Rhode Island Coalition For Children & Families Education Fund Inc	RI	\$224,854	Executive Director	\$96,121	\$102,946	2024
Humanist Mutual Aid Network	CA	\$258,873	Executive Dir.	\$4,972	\$4,795	2024
Banda Health	TX	\$221,053	President	\$69,048	\$77,146	2024
Nine Muses Foundation	NY	\$220,069	Executive Director	\$157,199	\$163,346	2023
Crockett Mission	TN	\$218,254	Ceo	\$8,250	\$9,972	2023
Celebrate Me Week	MN	\$217,117	Camp Administrator	\$10,897	\$12,382	2023
People Matter	IL	\$216,495	Co-president	\$58,880	\$62,988	2025
Alltrust Payee Corporation Inc	FL	\$266,537	President	\$25,490	\$26,746	2024
Mindful Living Revolution	CA	\$266,848	President	\$133,693	\$128,944	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sandy Springs Arts Foundation Inc	GA	\$212,856	Foundation Mgr.	\$85,000	\$95,460	2024
Arise & Go	CA	\$211,406	President	\$79,793	\$76,958	2024
Values To Action	OR	\$208,951	Trustee	\$15,593	\$16,174	2024
The South County News	MI	\$207,769	President	\$14,245	\$16,423	2024
New Americans Initiative	KY	\$207,754	Director Of Operations	\$99,680	\$119,616	2024
Natura International Inc	DC	\$274,650	President	\$9,824	\$9,629	2024
The Steel Horse Rally Inc	AR	\$205,571	President	\$145,333	\$182,464	2024
Mashup Nashville	TN	\$205,448	Chief Executive Officer	\$18,960	\$22,918	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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	63 organizations. Compensation range \$231–\$250,281; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$241,168); for reference, expenses \$260,618 and assets \$26,196.
ROLE MATCH	Alexandra Foster, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	68 th
Total compensation (D + F), as reported (no adjustments)	76 th
Reportable pay only (column D), adjusted	68 th
All sources (D + E + F), adjusted	65 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 (Alexandra Foster) 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 63 similarly situated organizations (Same NTEE sector (W99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$80,000 is reasonable (approximately the 68th 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.