PeerBasis

COMPENSATION COMPARABILITY DETERMINATION

Tuskegee Human & Civil Rights

Executive Director / CEO

EIN **721378363**
AL · NTEE B90
FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Deborah R Gray, Executive Director / CEO** ($68,399) against **every comparable organization** that fit the selection criteria — **243** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 82nd percentile of comparable organizations

within the typical range

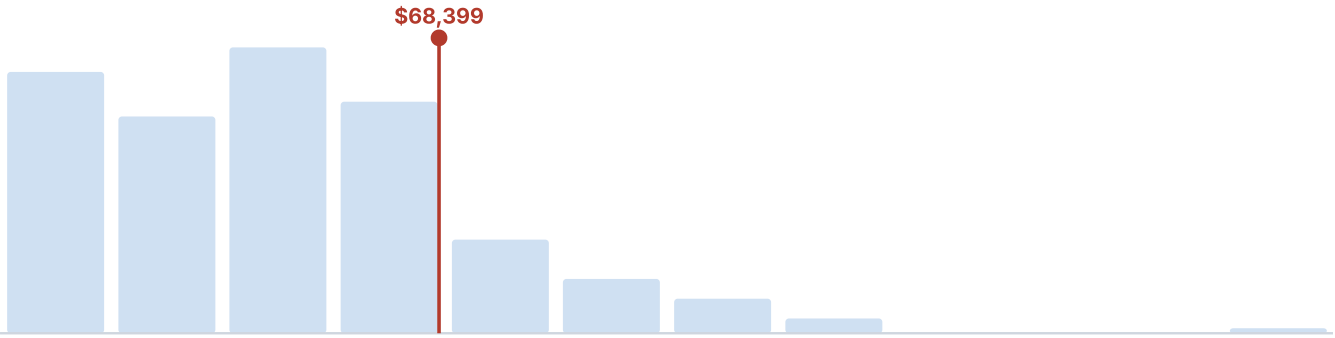
> **Benchmarked executive:** Deborah R Gray — reported title “MAN. DIRECTOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between $117,010 and $261,963 — 0.67× to 1.50× the subject's $174,642 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue.

243 organizations qualified on sector, size, and geography → **243** within the band form the benchmarked peer set.

Distribution of comparable compensation



$9,013	$19,056	$41,458	$61,377	$82,031	$68,399

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 AL 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
Termite Tv Collective Inc	PA	$174,545	President	$10,000	**$9,231**	2023
Rising Movement	NC	$175,000	Executive Director	$47,281	**$45,221**	2023
Afara Governance Inc	NC	$175,000	Ceo	$118,835	**$113,657**	2023
Philadelphia Furniture Workshop	PA	$175,298	Executive Director	$79,190	**$71,001**	2024
Njecc Inc	NJ	$173,243	President	$24,368	**$19,057**	2025
Northwest Pbis Network Inc	OR	$173,146	Executive Director	$146,743	**$126,140**	2023
Music Youth Partnership Foundation	KS	$173,124	Executive Director	$9,750	**$9,226**	2025
Style Her Empowered Inc	ID	$177,248	Ceo	$47,935	**$47,201**	2023
Whats Your Forte Foundation	AZ	$171,585	Executive Dir.	$80,000	**$69,174**	2024
Offering Alternative Therapy With Smiles	MI	$171,225	Executive Director	$37,000	**$35,350**	2023
Claremont Senior Center Inc	NH	$171,140	Executive Director	$20,010	**$16,612**	2024
Taos Institute	OH	$171,029	President	$8,010	**$7,853**	2023
Discovery Leadership	WA	$178,998	President	$48,000	**$38,638**	2024
Oregon Medical Education	OR	$179,264	Executive Director	$99,292	**$82,902**	2024
Ihsaa Foundation Inc	IN	$168,393	President	$30,377	**$29,652**	2023
The Fairlight Foundation		$167,559	Executive Director	$47,174	**$47,174**	2023
Artplace Mississippi Inc	MS	$182,388	Executive Di	$40,000	**$39,022**	2025
Ephrata Area Education Foundation	PA	$183,502	Executive Di	$57,338	**$52,927**	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Center For Learning Inc	PA	$183,868	President	$28,350	**$25,419**	2024
Chinese Language School Of Connecticut	CT	$165,299	Academic Director	$20,000	**$16,860**	2024
Family Learning Solutions Inc Co Lori S Melman	MD	$164,514	Founder & Executive Director	$50,000	**$42,028**	2024
Milwaukee Women Inc	WI	$163,861	External Engagement	$62,100	**$60,032**	2023
Latino Community Services	NC	$185,514	Executive Director	$70,385	**$67,318**	2023
San Francisco Early Care Educators Resource Program	CA	$185,692	Director	$104,018	**$80,755**	2024
Community School Collaborative	MT	$186,637	Executive Di	$20,000	**$18,883**	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AL 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 AL 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	**243** organizations. Compensation range $10–$207,830; filing years 2023–2025.
SIZE BASIS	Matched on total revenue ($174,642); for reference, expenses $222,791 and assets $962,254.
ROLE MATCH	Deborah R Gray, reported title *"MAN. DIRECTOR"*, benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**
RELATED-ORG PAY	14 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	**82nd**
Total compensation (D + F), as reported (no adjustments)	**74th**
Reportable pay only (column D), adjusted	**83rd**
All sources (D + E + F), adjusted	**77th**

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 (Deborah R Gray) 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 243 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of $68,399 is reasonable (approximately the 82nd 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.