

Houston Boychoir Inc

Executive Director / CEO

EIN 760627922

TX · NTEE A11

FY ending 2024-07-31

June 9, 2026

This analysis benchmarks the total compensation of **Pamala Henjum, Executive Director / CEO** (\$10,000) against **every comparable organization** that fit the selection criteria — **36** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **11th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Pamala Henjum — 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 (A11).

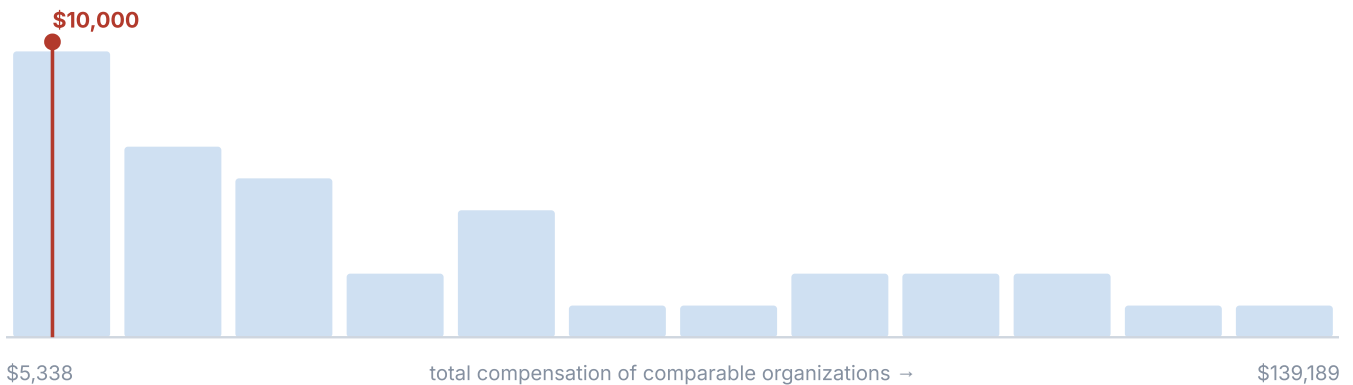
BUDGET Total revenue between \$245,233 and \$549,030 — 0.67x to 1.50x the subject's \$366,020 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A11), nationwide + budget 0.67–1.5x revenue.

36 organizations qualified on sector, size, and geography

→ **36** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,990	\$16,373	\$37,312	\$65,588	\$104,949	\$10,000
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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 TX 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
Klcs Education Foundation	CA	\$366,307	President	\$71,223	\$63,298	2023
Armory Theater Fund	OR	\$355,915	Pcs Director Of Finance	\$8,871	\$8,479	2023
Naz Real Estate Holding Company	MN	\$378,002	President & Ceo	\$33,773	\$32,501	2025
Act Market Street	CA	\$348,689	Executive Director/president	\$17,368	\$15,435	2023
Florida Federation Of Colorguards	FL	\$342,402	President	\$22,590	\$20,668	2025
Capitol Theatre Center Foundation	PA	\$403,559	Executive Di	\$47,796	\$47,649	2024
Wisconsin Broadcasters Association	WI	\$328,474	President And Ceo	\$21,960	\$22,927	2024
Gates Chili Color Guard Parents Inc	NY	\$404,683	Executive Director	\$12,366	\$11,500	2023
American Indian Cultural Center Management	OK	\$317,982	Ceo	\$11,054	\$12,528	2023
Port Columbus Civil War Naval Center Inc	GA	\$418,117	Executive Director	\$56,200	\$56,491	2024
Ives Torres Foundation	CA	\$312,816	Director	\$67,826	\$58,550	2024
Cccd Foundation	NC	\$421,264	Executive Di	\$35,942	\$37,126	2024
Cmw Support Corporation	RI	\$424,726	Founder & Artistic Director	\$25,947	\$24,872	2024
National Hispanic Cultural Center	NM	\$432,221	President An	\$104,920	\$116,144	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
San Bernardino County Museum Association	CA	\$299,234	Executive Director	\$142,923	\$123,376	2024
John Kirkpatrick Fund For Historic	OK	\$438,882	President	\$36,220	\$41,049	2023
Artsquest Foundation	PA	\$292,257	Executive Director	\$135,613	\$139,189	2023
Kenosha Public Museums Foundation Inc	WI	\$440,389	Executive Director	\$36,888	\$38,512	2024
Aspen Santa Fe Ballet Endowment Inc	CO	\$287,124	Executive Director	\$6,890	\$6,605	2024
The Columbia Memorial Space Science Lear	CA	\$284,088	President & Executive Dire	\$81,528	\$72,456	2023
Saginaw Valley Naval Ship Museum	MI	\$282,281	Secretary	\$26,180	\$27,014	2024
Senior Services Foundation Inc	NC	\$454,521	Executive Di	\$36,301	\$37,497	2024
Lane County Historical Society	OR	\$455,705	Co-executive Director	\$54,093	\$51,702	2023
Oxnard Downtowners Foundation Inc	CA	\$268,741	Chairman	\$32,160	\$27,762	2024
Athletes In Rochester Incorporated	NY	\$264,832	President	\$64,911	\$60,369	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	36 organizations. Compensation range \$5,338–\$139,189; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$366,020); for reference, expenses \$378,506 and assets \$923,681.
ROLE MATCH	Pamala Henjum, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	18 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	11 th
Total compensation (D + F), as reported (no adjustments)	11 th
Reportable pay only (column D), adjusted	53 rd
All sources (D + E + F), adjusted	6 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 (Pamala Henjum) 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 36 similarly situated organizations (Same NTEE sector (A11), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$10,000 is reasonable (approximately the 11th 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.