

National Hartford Center Of

Executive Director / CEO

EIN 815267705
 MA · NTEE B60
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Ellarene Sanders, Executive Director / CEO** (\$75,000) against **every comparable organization** that fit the selection criteria — **102** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **73rd** percentile of comparable organizations within the typical range

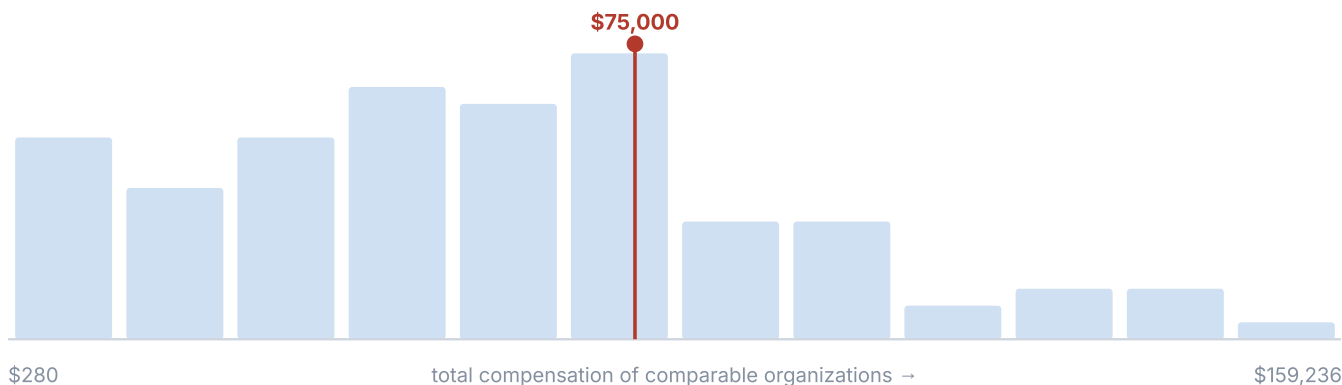
Benchmarked executive: Ellarene Sanders — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B60).
BUDGET	Total revenue between \$132,584 and \$296,830 — 0.67x to 1.50x the subject's \$197,887 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B60), nationwide + budget 0.67–1.5x revenue.

102 organizations qualified on sector, size, and geography → **102** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,956	\$31,276	\$55,741	\$77,232	\$101,838	\$75,000
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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 MA 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
Taproot Farm & Environment Edu Ctr	NH	\$196,475	Executive Di	\$45,000	\$44,913	2024
Rappu Inc	VA	\$200,403	Executive Di	\$39,542	\$41,269	2024
Infinity Foundation	IL	\$200,734	Executive Di	\$25,600	\$27,204	2024
Local 147 Training Fund	NY	\$201,689	Training Dir.	\$48,261	\$47,137	2024
Global Training Network	OK	\$194,034	President	\$58,548	\$71,743	2023
Local 619 Jatc	MS	\$203,105	Trustee	\$29,878	\$35,969	2024
Dr Gertrude A Barber Educational	PA	\$204,274	Executive Vice President	\$18,945	\$21,024	2023
Wayfinders Inc	IN	\$205,270	Executive Director	\$85,000	\$96,888	2024
American Academy Of Cosmetic Dentistry	WI	\$205,297	Executive Director	\$22,604	\$25,516	2024
Michigan Center For Employee Owners	MI	\$206,640	Executive Director	\$75,917	\$84,698	2024
Christian Institute	CA	\$208,060	Teacher/director	\$58,000	\$55,734	2023
Literacy Volunteers Of Santa Fe	NM	\$208,460	Executive Dir.	\$15,999	\$18,120	2025
Arts As Healing Foundation	MO	\$185,399	Executive Director	\$60,833	\$69,644	2024
Lawrence Funderburke Youth	OH	\$210,661	President	\$98,500	\$112,766	2024
Mission Milby Community Development Corporation	TX	\$210,845	Executive Director	\$130,000	\$140,560	2024
Achieving Success On Purpose Inc	NC	\$211,283	Executive Director	\$25,354	\$29,153	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Dc Creative Writing Workshop Inc	DC	\$183,216	Executive Di	\$81,033	\$76,861	2024
Opportunity Thrive Inc	MI	\$183,212	Executive Di	\$56,650	\$63,203	2024
Leadership Kitsap Foundation	WA	\$213,097	Executive Director	\$85,250	\$82,499	2024
Someone Who Cares Community Ce	GA	\$213,323	President	\$6,560	\$7,130	2024
Minne	MN	\$182,257	Executive Director Beginning July	\$56,731	\$62,381	2023
Health-care Education And Living In Poverty	DC	\$216,000	President/ceo	\$80,000	\$75,882	2024
National Foundation For Judicial Excelle	IL	\$179,322	Secretary-treasurer	\$23,000	\$24,441	2024
Gestalt Therapy Institute Of The	CA	\$179,113	President	\$300	\$280	2024
True Initiative	HI	\$217,550	Ed To 12/24	\$79,935	\$77,356	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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	102 organizations. Compensation range \$280–\$159,236; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$197,887); for reference, expenses \$234,569 and assets \$182,170.
ROLE MATCH	Ellarene Sanders, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 9 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 1 peer 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	73 rd
Total compensation (D + F), as reported (no adjustments)	75 th
Reportable pay only (column D), adjusted	76 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 (Ellarene Sanders) 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 102 similarly situated organizations (Same NTEE sector (B60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$75,000 is reasonable (approximately the 73rd 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.