

# Advocates For Trans Equality

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Rodrigo Heng-lehtinen, Executive Director / CEO** (\$21,038) against **every comparable organization** that fit the selection criteria — **25** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **16<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

**Benchmarked executive:** Rodrigo Heng-lehtinen — 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 (R60).

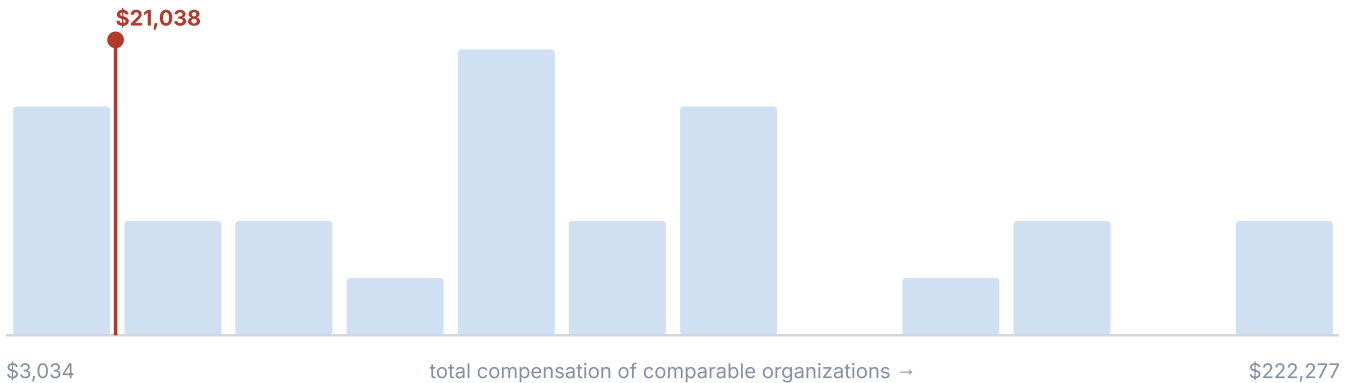
**BUDGET** Total revenue between \$284,650 and \$637,278 — 0.67x to 1.50x the subject's \$424,852 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (R60), nationwide + budget 0.67–1.5x revenue.

**25** organizations qualified on sector, size, and geography

→ **25** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$3,034

total compensation of comparable organizations →

\$222,277

\$17,847

\$45,855

\$86,177

\$128,444

\$176,889

**\$21,038**



## ● 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 NY 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="#">Florida Impact Inc</a>	FL	\$414,959	President/ce	\$92,240	<b>\$98,727</b>	2023
<a href="#">National Whistleblower Center</a>	DC	\$439,947	Executive Dir.	\$182,358	<b>\$177,091</b>	2024
<a href="#">Epc Action Foundation</a>	NV	\$407,462	Vp/gc Thru 3/24, President From 3/24	\$200,380	<b>\$222,277</b>	2024
<a href="#">Maryland Rise Inc</a>	MD	\$448,800	Former Executive Director	\$52,272	<b>\$55,679</b>	2023
<a href="#">National Council On Civil Advocacy Inc</a>	DC	\$389,315	Executive Officer	\$86,194	<b>\$86,177</b>	2023
<a href="#">National Center For Justice And Liberty</a>	IL	\$466,432	President	\$118,059	<b>\$128,444</b>	2024
<a href="#">American Firearms Coalition</a>	OH	\$468,236	Secretary	\$38,000	<b>\$45,855</b>	2023
<a href="#">Constitutional Rights Foundation Of</a>	CA	\$379,628	Executive Director	\$64,266	<b>\$61,412</b>	2024
<a href="#">American Values Action</a>	VA	\$475,903	President	\$81,000	<b>\$86,550</b>	2024
<a href="#">Skylight Engagement Inc</a>	NY	\$497,627	Executive Dir.	\$82,225	<b>\$82,225</b>	2024
<a href="#">Human &amp; Civil Rights Organizations</a>	MA	\$505,816	Executive Di	\$84,750	<b>\$84,280</b>	2024
<a href="#">Zachor Legal Institute</a>	MT	\$324,448	President	\$30,000	<b>\$35,787</b>	2024
<a href="#">Ceasefire Pennsylvania</a>	PA	\$322,328	Executive Di	\$11,954	<b>\$13,582</b>	2023
<a href="#">Calling All Crows Inc</a>	MA	\$529,796	Former Exec Dir	\$130,000	<b>\$129,279</b>	2024
<a href="#">Surveillance Technology Oversight</a>	NY	\$532,329	Executive Director	\$108,741	<b>\$111,953</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">We The Patriots Usa Inc</a>	ID	\$311,241	President	\$150,000	<b>\$176,586</b>	2024
<a href="#">The National Center For Law And Policy</a>	CA	\$299,784	President	\$219,646	<b>\$216,093</b>	2023
<a href="#">Knife Rights Inc</a>	AZ	\$296,945	Chairman/ceo	\$15,050	<b>\$16,018</b>	2024
<a href="#">Texans For Vaccine Choice Education</a>	TX	\$292,608	Secretary	\$72,583	<b>\$80,349</b>	2024
<a href="#">Lagniappe Law Lab</a>	LA	\$560,147	Executive Director	\$100,500	<b>\$126,083</b>	2023
<a href="#">Global Americans Inc</a>	NY	\$580,449	Executive Director	\$20,000	<b>\$20,591</b>	2023
<a href="#">Ohioans To Stop Executions</a>	OH	\$583,166	Exec Directo	\$21,023	<b>\$24,641</b>	2024
<a href="#">Michigan Voting Rights Foundation</a>	MI	\$595,000	Treasurer/secretary	\$2,580	<b>\$3,034</b>	2023
<a href="#">Rocky Mountain Innocence Center</a>	UT	\$604,231	Executive Di	\$138,333	<b>\$161,308</b>	2023
<a href="#">Advocates For The Environment Inc</a>	CA	\$609,395	Executive Director	\$127,500	<b>\$118,698</b>	2025

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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** 25 organizations. Compensation range \$3,034–\$222,277; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$424,852); for reference, expenses \$36,853 and assets \$558,663. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

**ROLE MATCH** Rodrigo Heng-lehtinen, reported title "*EXECUTIVE DIRECTOR*", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 1 peer 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	16 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	20 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	96 <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 (Rodrigo Heng-lehtinen) 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 25 similarly situated organizations (Same NTEE sector (R60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$21,038 is reasonable (approximately the 16<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.