

# Trails And Open Space Coalition

Executive Director / CEO

EIN 841156471

CO · NTEE R99Z

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Susan Davies, Executive Director / CEO** (\$76,296) against **every comparable organization** that fit the selection criteria — **44** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **50<sup>th</sup>** percentile of comparable organizations within the typical range

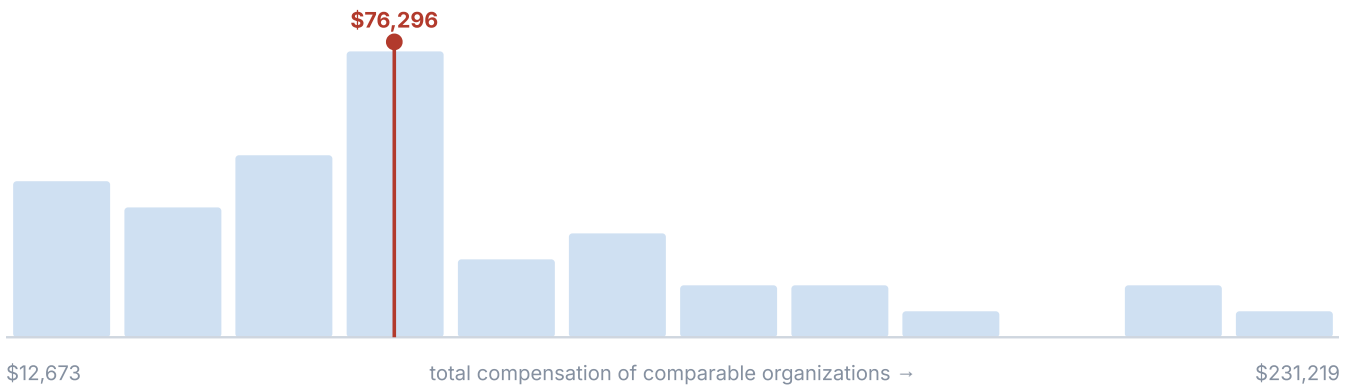
**Benchmarked executive:** Susan Davies — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (R99Z).
BUDGET	Total revenue between \$311,127 and \$696,555 — 0.67x to 1.50x the subject's \$464,370 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (R99), nationwide + budget 0.67–1.5x revenue.

**44** organizations qualified on sector, size, and geography → **44** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$25,011	\$50,980	\$76,137	\$110,423	\$154,340	<b>\$76,296</b>
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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 CO 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="#">Hispanic Contractors Association Of The Carolinas</a>	NC	\$466,738	Executive Director	\$137,297	<b>\$152,318</b>	2023
<a href="#">Central Alabama Fair</a>	AL	\$454,239	Ex. Director	\$68,252	<b>\$76,897</b>	2024
<a href="#">Immigration Accountability Project</a>	MS	\$475,384	President	\$31,936	<b>\$37,094</b>	2024
<a href="#">Apic Spokane</a>	WA	\$479,376	Executive Director	\$63,051	<b>\$58,871</b>	2024
<a href="#">National Youth Justice Network</a>	DC	\$486,091	Executive Director	\$100,321	<b>\$94,522</b>	2023
<a href="#">Christian Legal Aid Of The District Of</a>	DC	\$441,791	Executive Director	\$84,930	<b>\$77,725</b>	2024
<a href="#">Casa Of Southeast Mississippi Inc</a>	MS	\$506,199	Executive Director	\$72,500	<b>\$86,696</b>	2023
<a href="#">Bring Our Troops Home Inc</a>	ID	\$419,583	Director	\$42,616	<b>\$48,675</b>	2023
<a href="#">Nytag Inc</a>	NY	\$509,322	Ed Of Finance	\$123,481	<b>\$116,366</b>	2024
<a href="#">Alice Paul Institute Inc</a>	NJ	\$516,856	Executive Dir.	\$83,077	<b>\$77,355</b>	2024
<a href="#">California Forward Action Fund</a>	CA	\$410,000	President & Ceo (Term 6/14/23)	\$30,482	<b>\$28,261</b>	2023
<a href="#">United For Respect</a>	CA	\$524,040	Executive Dir.	\$26,227	<b>\$23,618</b>	2024
<a href="#">The Echo Foundation</a>	NC	\$401,989	President	\$191,000	<b>\$211,897</b>	2023
<a href="#">Tulsa Lawyers For Children Inc</a>	OK	\$533,989	Executive Director	\$107,668	<b>\$127,293</b>	2023
<a href="#">Metro Trans Umbrella Group</a>	MO	\$543,031	Executive Director	\$57,868	<b>\$63,920</b>	2024
<a href="#">Opportunities For All Floridians Inc</a>	FL	\$385,701	Officer	\$80,850	<b>\$81,549</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Election Reformers Network Inc</a>	MD	\$383,901	Executive Director	\$160,775	<b>\$161,386</b>	2023
<a href="#">Save Our Children Of Elyria</a>	OH	\$549,884	Executive Director	\$67,237	<b>\$74,268</b>	2024
<a href="#">Lead Filipino</a>	CA	\$377,114	Executive Dir.	\$50,452	<b>\$45,434</b>	2024
<a href="#">Filipino Migrant Center</a>	CA	\$371,775	Exec Director	\$101,185	<b>\$91,120</b>	2024
<a href="#">Silent Majority Foundation</a>	WA	\$562,946	President	\$161,458	<b>\$155,206</b>	2023
<a href="#">Oregon Donor Alliance</a>	OR	\$365,500	Executive Director	\$116,089	<b>\$112,430</b>	2024
<a href="#">Goodman Institute For Public Policy</a>	TX	\$570,347	President	\$60,000	<b>\$62,593</b>	2024
<a href="#">New York Center For Law &amp; Justice Inc</a>	NY	\$357,362	Executive Director	\$113,124	<b>\$109,754</b>	2023
<a href="#">Christian Family Life Services Inc</a>	ND	\$355,938	Director	\$60,449	<b>\$71,225</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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** 44 organizations. Compensation range \$12,673–\$231,219; filing years 2022–2024.

**SIZE BASIS** Matched on total revenue (\$464,370); for reference, expenses \$447,526 and assets \$539,220.

**ROLE MATCH** Susan Davies, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	6 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	50 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	55 <sup>th</sup>
Reportable pay only (column D), adjusted	52 <sup>nd</sup>
All sources (D + E + F), adjusted	39 <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 (Susan Davies) 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 44 similarly situated organizations (Same NTEE sector (R99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$76,296 is reasonable (approximately the 50<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.