

International Association Of Pastel

Executive Director / CEO

EIN 841292079

MA · NTEE Z99

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Susan Weber, Executive Director / CEO** (\$77,361) against **every comparable organization** that fit the selection criteria — **178** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **74th** percentile of comparable organizations within the typical range

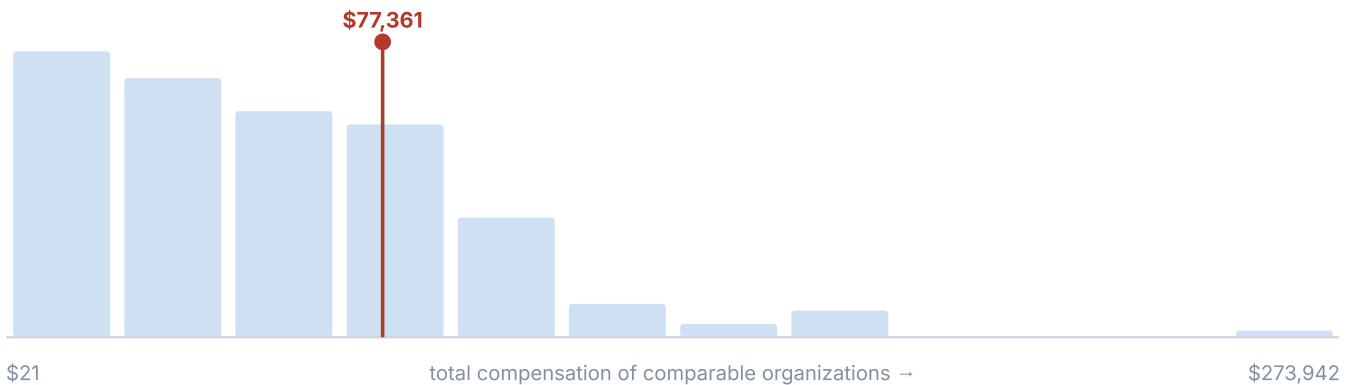
Benchmarked executive: Susan Weber — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Z99).
BUDGET	Total revenue between \$165,922 and \$371,469 — 0.67x to 1.50x the subject's \$247,646 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Z99), nationwide + budget 0.67–1.5x revenue.

178 organizations qualified on sector, size, and geography → **178** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,278	\$23,948	\$53,928	\$78,502	\$100,996	\$77,361
----------	----------	----------	----------	-----------	----------



■ 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
Indigenous Training Ministries Inc	FL	\$247,691	Executive Director	\$43,288	\$45,254	2023
Present Help In The Time Of Trouble Refuge Inc	PA	\$247,484	Ceo/president	\$28,472	\$30,690	2024
Our House Of Central Vermont Inc	VT	\$247,835	Executive Director	\$66,155	\$74,099	2023
Womens Own Worth	AR	\$247,333	Chairperson	\$24,000	\$29,159	2024
Community Vitalization Council	CA	\$248,526	President	\$26,600	\$24,827	2024
South Coast Chorale Inc	CA	\$248,605	Executive Director	\$11,201	\$10,763	2023
Residential Rehabilitation Housing Inc	MA	\$246,131	President	\$43,324	\$42,081	2024
Danville Girls Chorus	CA	\$249,208	Artistic Dir	\$35,695	\$33,316	2024
Fishinko Payee Services	WA	\$249,253	Co-executive Director	\$86,736	\$83,938	2024
Clallam-jefferson County Pro Bono	WA	\$245,920	Executive Director	\$78,840	\$78,550	2023
Nawbo - Indianapolis	IN	\$250,662	Executive Director	\$85,500	\$97,459	2024
Science Arts Sports Center For Children Inc	CO	\$251,200	Principal	\$64,020	\$66,353	2024
Peace Grove Inc	CA	\$244,008	President	\$43,669	\$41,963	2023
Desales Community Development	MO	\$243,710	Chief Operating Officer	\$31,913	\$36,535	2024
The Portland Fellowship	OR	\$252,107	Executive Director	\$94,400	\$94,757	2024
People Of Praise Vancouver Wa	WA	\$241,899	President	\$33,000	\$31,112	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Upward Bound Study Center Inc	CA	\$241,747	Education Coordinator	\$35,382	\$33,999	2023
Main Street Ottumwa	IA	\$254,654	Executive Di	\$33,965	\$39,162	2025
Civic Ensemble Inc	NY	\$240,430	Executive Director	\$48,576	\$47,445	2024
New Seed Foundation	NJ	\$240,142	Chief Executive Officer	\$103,898	\$100,268	2024
Friends Of The Children's Justice	HI	\$256,351	Executive Director	\$65,676	\$63,557	2024
Love In The Name Of Christ Of Skagi	WA	\$238,190	Executive Director	\$66,021	\$63,891	2024
Orcas Open Arts	WA	\$257,731	President	\$18,400	\$17,806	2024
Yucaipa Swim Team Inc	CA	\$235,834	Executive Di	\$58,000	\$54,135	2024
Economic Development Corporation	CA	\$235,716	Executive Director	\$110,027	\$102,694	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 178 organizations. Compensation range \$21–\$273,942; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$247,646); for reference, expenses \$139,526 and assets \$418,398. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

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

RELATED-ORG PAY	28 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 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	74 th
Total compensation (D + F), as reported (no adjustments)	75 th
Reportable pay only (column D), adjusted	79 th
All sources (D + E + F), adjusted	60 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 (Susan Weber) 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 178 similarly situated organizations (Same NTEE sector (Z99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$77,361 is reasonable (approximately the 74th 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.