

This analysis benchmarks the total compensation of **Julie Hurlburt, Executive Director / CEO** (\$52,000) against **every comparable organization** that fit the selection criteria — **462** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 41st percentile of comparable organizations

within the typical range

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

How comparable organizations were selected

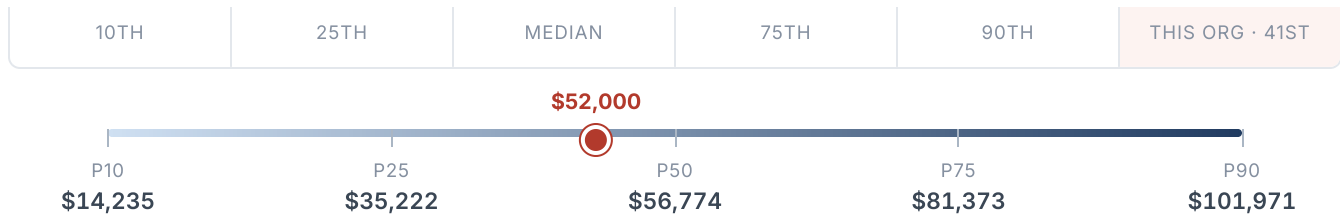
SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$265,808 and \$595,093 — 0.67x to 1.50x the subject's \$396,729 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

462 organizations qualified on sector, size, and geography → **462** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,235	\$35,222	\$56,774	\$81,373	\$101,971	\$52,000
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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 AR 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
Create A Loop	MO	\$396,759	Executive Director	\$84,000	\$81,245	2024
Caps Network Inc	KS	\$397,483	Treasurer	\$9,150	\$9,294	2023
Young Musicians Of Virginia	VA	\$395,934	Executive Director	\$14,477	\$12,436	2025
Steam Engine Inc	OK	\$395,604	Executive Director	\$71,197	\$73,705	2023
Christ Together Greater Austin	TX	\$395,587	Executive Di	\$51,083	\$45,460	2025
Homeownership Oc	CA	\$398,009	Executive Director	\$94,060	\$74,170	2024
Cherryville High School Education	NC	\$398,666	Executive Di	\$3,600	\$3,309	2025
Thrive Today	MI	\$394,385	Vice Chair	\$96,000	\$93,158	2023
Tuscarawas County Child Advocacy	OH	\$393,999	Executive Di	\$68,745	\$68,454	2023
Emmaus Academy Inc	IL	\$393,287	Secretary	\$17,152	\$15,853	2023
True North Parent Partnership	TX	\$392,816	Executive Director	\$37,470	\$35,238	2023
La Biotech Center	CA	\$400,879	Executive Director	\$66,667	\$52,569	2024
Start The Adventure In Reading (Stair) - Annapolis Inc	MD	\$401,022	Executive Director	\$105,500	\$90,069	2024
Mentor Tutor Connection	CA	\$392,348	Executive Director	\$39,568	\$31,201	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Southwest Transplant Alliance Foundation	TX	\$402,247	Director	\$59,666	\$54,503	2024
Launch Leadership Inc	NE	\$402,383	Executive Di	\$78,706	\$79,587	2023
Fred T Korematsu Institute	CA	\$402,608	Executive Director	\$92,083	\$72,610	2024
Bay Area Teacher Training Institute	CA	\$390,714	Executive Director	\$7,899	\$6,229	2024
Springfield Education Foundation	OR	\$390,066	Exec. Dir.	\$77,250	\$63,822	2025
United Sound Inc	AZ	\$389,375	Executive Director	\$78,300	\$66,993	2025
The K-12 Alliance Of Michigan	MI	\$404,224	Executive Director	\$180,000	\$165,287	2025
Ceic Corp	IL	\$388,548	President	\$34,755	\$30,397	2025
Southern Athletic Association	GA	\$404,958	Commissioner	\$107,358	\$96,034	2025
Boston Preservation Alliance Inc	MA	\$404,978	Executive Director	\$120,149	\$101,506	2023
California Foundation For History	CA	\$405,028	Director	\$60,851	\$47,983	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AR cost of living and 2025 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 AR 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 **462** organizations. Compensation range \$684–\$410,469; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$396,729); for reference, expenses \$385,166 and assets \$18,974.

ROLE MATCH	Julie Hurlburt, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	26 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	17 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	41st
Total compensation (D + F), as reported (no adjustments)	34th
Reportable pay only (column D), adjusted	43rd
All sources (D + E + F), adjusted	37th

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 (Julie Hurlburt) 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 10, 2026, comparing compensation against 462 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$52,000 is reasonable (approximately the 41st 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 10, 2026.