

Innovate Work Lab Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Catherine Huang, Executive Director / CEO** (\$220,799) against **every comparable organization** that fit the selection criteria — **477** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **98th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Catherine Huang — reported title “CEO/Secretary”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (J01).
BUDGET	Total revenue between \$287,646 and \$643,984 — 0.67x to 1.50x the subject's \$429,323 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (J), nationwide + budget 0.67–1.5x revenue.

477 organizations qualified on sector, size, and geography → **477** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,872	\$25,985	\$72,787	\$102,731	\$144,439	\$220,799
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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 CA 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
Joint Apprentice Training Committee	PA	\$428,826	Union Trustee	\$129,404	\$149,445	2023
Strategic Workforce Solutions	MI	\$428,749	President	\$55,175	\$65,952	2023
Justice Industries Inc	TN	\$428,432	Executive Director	\$23,077	\$28,092	2023
High Ground Of Texas Economic	TX	\$427,928	Executive Director	\$110,000	\$123,772	2024
Glaziers Architectural Metal & Glass	CA	\$431,271	Warden	\$8,900	\$8,645	2024
Providence Tarzana Medical Staff	CA	\$427,359	Chief Of Staff	\$54,000	\$51,099	2025
Midlands Education & Business	SC	\$431,427	Regional Car	\$78,610	\$92,249	2024
Committee For Fair And Equal Representation	IL	\$427,049	President	\$92,616	\$102,420	2024
Farm For Hope Inc	AL	\$432,899	Executive Director	\$60,000	\$75,067	2023
Hopeful Opportunities Presented To	FL	\$433,601	President	\$74,000	\$78,197	2024
Operating Engineers Local 324	MI	\$434,382	Trustee	\$75,632	\$87,811	2024
Ironworkers Local 292 Gen Bldg Cont Assned Fd	IN	\$423,778	Apprenticeship Coordinator	\$63,871	\$75,766	2024
Lawrence & Memorial Hospital Registered	CT	\$423,768	President	\$25,859	\$28,078	2023
Colorado Jobs With Justice Inc	CO	\$423,736	Executive Director	\$88,000	\$97,720	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Puzzle Piece Pastries	GA	\$422,873	Director	\$49,831	\$56,359	2024
Uaw Center For Manufacturing A Green	CA	\$422,693	Executive Dir.	\$59,707	\$57,994	2024
South Lane Maintenance Corporation	OR	\$436,150	Executive Di	\$72,669	\$75,910	2024
Alabama Trucking Assn Foundation	AL	\$422,418	Secretary	\$38,343	\$46,595	2024
Tampa Bay Community & Family Development Corp	FL	\$422,244	Chair	\$69,577	\$71,628	2025
Roofers Local Union 34	MD	\$422,016	Business Rep	\$15,600	\$16,890	2023
Women Offshore Foundation	TX	\$436,995	Executive Director	\$26,989	\$30,368	2024
Mud Girls Studios A Nj Non Profit	NJ	\$421,278	Executive Dir.	\$65,000	\$65,280	2024
The Blessing Box Resale Store Inc	TX	\$420,851	Secretary Treasurer	\$20,300	\$22,842	2024
Carteret County Domestic Violence Program Inc	NC	\$437,802	Executive Director	\$68,744	\$79,899	2024
Tools Up Foundation Inc	IL	\$437,844	Executive Di	\$117,719	\$130,181	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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 **477** organizations. Compensation range \$203–\$627,623; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$429,323); for reference, expenses \$189,007 and assets \$340,625. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Catherine Huang, reported title " <i>CEO/Secretary</i> ", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
RELATED-ORG PAY	67 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	11 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	98 th
Total compensation (D + F), as reported (no adjustments)	99 th
Reportable pay only (column D), adjusted	96 th
All sources (D + E + F), adjusted	90 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 (Catherine Huang) 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 477 similarly situated organizations (Same NTEE major group (J), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$220,799 is reasonable (approximately the 98th 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.