

Lehigh Valley Justice Institute

Executive Director / CEO

EIN 853519661

PA · NTEE A05

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Joseph E Welsh, Executive Director / CEO** (\$92,346) against the **2000** closest of **2,392** comparable organizations — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **96th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Joseph E Welsh — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

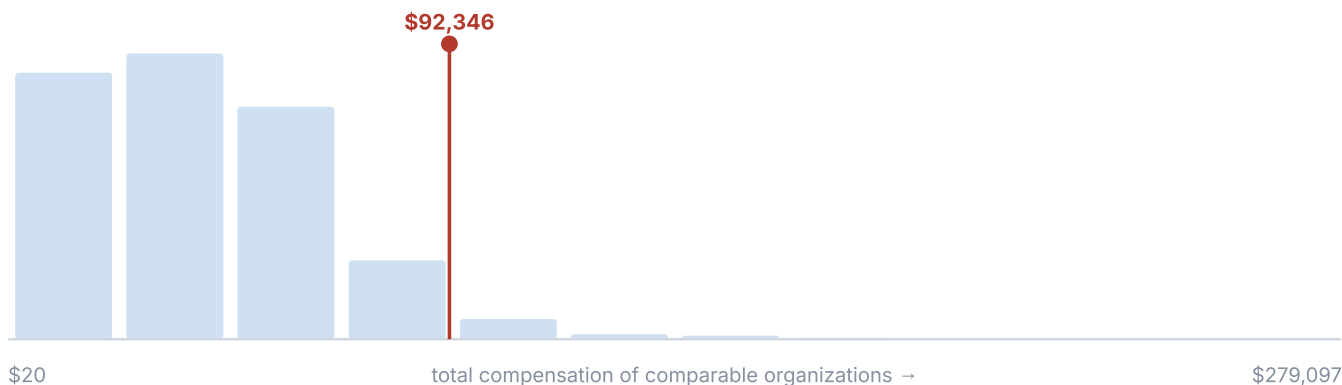
SECTOR Organizations sharing the subject's NTEE classification (A05).

BUDGET Total revenue between \$149,318 and \$334,296 — 0.67x to 1.50x the subject's \$222,864 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (A), nationwide + budget 0.67–1.5x revenue.

2,392 organizations qualified on sector, size, and geography → **2,000** within the band from the benchmarked peer set (closest by budget).

Distribution of comparable compensation



| | | | | | |
|---------|----------|----------|----------|----------|----------|
| \$6,330 | \$19,453 | \$37,755 | \$56,189 | \$73,700 | \$92,346 |
|---------|----------|----------|----------|----------|----------|



■ 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 PA 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 |
|--|-------|-----------|---------------------------------------|-----------------|------------------|------|
| Mosaic Steel Orchestra | VA | \$222,867 | President | \$70,763 | \$68,514 | 2023 |
| Dallas Chamber Music Society Inc | TX | \$222,869 | Executive Dir. | \$60,000 | \$60,185 | 2023 |
| Just Communities Of Arkansas Inc | AR | \$222,844 | Ceo | \$101,319 | \$110,927 | 2024 |
| Ballet And Beyond Nyc Inc | NY | \$222,801 | Director, President, Treasurer | \$6,600 | \$5,659 | 2025 |
| Monarch Music & Arts Community | KY | \$222,769 | President | \$46,000 | \$48,136 | 2024 |
| Gustavo Dudamel Foundation Inc | NY | \$222,977 | Director Of Programs | \$42,000 | \$38,058 | 2023 |
| Siletz Bay Music Festival | OR | \$222,643 | Operations Manager | \$18,000 | \$16,282 | 2024 |
| Ellsworth Community Music Institute | ME | \$222,622 | Artistic Dir | \$6,792 | \$6,624 | 2024 |
| Wonderlust Productions | MN | \$223,119 | Board Member And Co-artistic Director | \$44,750 | \$44,341 | 2023 |
| Piano Spheres | CA | \$222,590 | Executive Director | \$39,000 | \$31,956 | 2025 |
| Elevar Foundation Inc | FL | \$223,197 | Executive Director | \$47,670 | \$44,907 | 2023 |
| Resonance Works | PA | \$223,259 | Board Member | \$600 | \$583 | 2024 |
| Shenandoah Valley Black Heritage Project | VA | \$223,260 | Executive Director | \$49,494 | \$46,546 | 2024 |
| Marlow Guitar International Incorporated | MD | \$223,339 | Executive Director | \$33,600 | \$31,500 | 2023 |
| The Music Coop | MN | \$223,343 | Managing Director | \$46,644 | \$46,217 | 2023 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--|-------|-----------|-------------------------|-----------------|------------------|------|
| Namah Ensemble Inc | CA | \$223,420 | Director/pre | \$23,000 | \$19,344 | 2024 |
| Island County Historical Society | WA | \$223,467 | Executive Director | \$36,982 | \$33,202 | 2023 |
| Latinx Playwrights Circle Inc | NY | \$222,247 | President | \$4,355 | \$3,734 | 2025 |
| TI Tango Lovers Organization Inc | FL | \$223,495 | Coo | \$21,600 | \$20,348 | 2023 |
| Wisdom Circles Oceania | HI | \$222,230 | Executive Director | \$41,960 | \$37,671 | 2023 |
| Rhizome Dc | DC | \$223,504 | Director, Trustee | \$46,128 | \$40,591 | 2023 |
| Dance Masters Of New England Chapter 5 Inc | MA | \$222,168 | President | \$1,000 | \$875 | 2024 |
| City Park Jazz Inc | CO | \$223,582 | Executive Di | \$22,500 | \$21,013 | 2024 |
| We Are All Music Foundation Inc | NJ | \$222,128 | Chief Operating Officer | \$28,744 | \$24,996 | 2024 |
| Center For Cultural Vibrancy | VA | \$223,629 | Executive Di | \$110,586 | \$104,000 | 2024 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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 **2000** organizations. Compensation range \$20–\$279,097; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$222,864); for reference, expenses \$297,485 and assets \$97,368.

| | |
|-----------------|---|
| ROLE MATCH | Joseph E Welsh, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role. |
| RELATED-ORG PAY | 58 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 33 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 | 96 th |
| Total compensation (D + F), as reported (no adjustments) | 95 th |
| Reportable pay only (column D), adjusted | 96 th |
| All sources (D + E + F), adjusted | 94 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 (Joseph E Welsh) 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 2000 similarly situated organizations (Same NTEE major group (A), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$92,346 is reasonable (approximately the 96th 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.