

The Emily Program Foundation

Executive Director / CEO

EIN 871267935
 MN · NTEE T21
 FY ending 2023-12-31
 June 10, 2026

This analysis benchmarks the total compensation of **Kate Norris, Executive Director / CEO** (\$17,084) against **every comparable organization** that fit the selection criteria — **133** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43rd** percentile of comparable organizations within the typical range

Benchmarked executive: Kate Norris — reported title “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 (T21).
- BUDGET** Total revenue between \$33,156 and \$74,230 — 0.67x to 1.50x the subject's \$49,487 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE major group (T), nationwide + budget 0.67–1.5x revenue.

133 organizations qualified on sector, size, and geography → **133** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$4,309	\$9,689	\$22,587	\$35,782	\$78,744	\$17,084
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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 MN 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
Downtown South Bend Inc Foundation	IN	\$49,393	Exec Directo	\$13,631	\$14,130	2024
Nathalie & Theodore Jones Charitable	MA	\$49,309	Trustee	\$9,499	\$8,390	2024
Uja-add Foundation Inc	NJ	\$49,052	Charity Class Trustee	\$1,576	\$1,424	2023
United Way Of Ne Sd Foundation	SD	\$48,801	Executive Director	\$11,976	\$12,992	2024
The Miss America Foundation Inc	NJ	\$50,215	Ceo	\$174,352	\$157,541	2023
Lawrence C Sherman Family Foundation	OH	\$50,287	Treasurer Thru 6/29/23	\$40,331	\$43,231	2023
Robert J Levenson Family Supporting	MI	\$50,398	Treasurer	\$26,189	\$26,572	2024
George T Swain & Olga C Swain	WV	\$50,444	Director	\$500	\$518	2025
Martha O'bryan Foundation Inc	TN	\$50,818	Ceo	\$20,575	\$21,887	2023
Woodland Public Charity	MO	\$50,822	Program Manager	\$12,500	\$13,014	2024
Beech Grove Education Foundation Inc	IN	\$48,063	Executive Dir. (Until 6/2023)	\$38,000	\$40,555	2023
Rose Hill Foundation Inc	NY	\$51,043	Chief Executive Officer	\$47,523	\$42,213	2024
Taylor Strickland Legacy Foundation	GA	\$51,150	Officer	\$15,000	\$14,826	2024
The Irene M Auberlin Foundation	MI	\$47,624	President/ceo	\$26,155	\$27,321	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Futernick Family Foundation Inc	FL	\$47,425	Board Member	\$279,869	\$266,078	2023
Nacufs Foundation	MI	\$47,422	Treasurer/secretary	\$53,824	\$54,611	2024
James Dick Foundation Endowment Trust	TX	\$47,333	President	\$36,748	\$36,135	2024
Flyer Athletic Boosters	MN	\$47,313	Gambling Man	\$27,283	\$27,283	2023
Swergold Family Foundation For Children	NY	\$46,695	Director/secretary	\$77,284	\$68,649	2024
Nathalie & Theodore Jones Charitable	MA	\$52,285	Trustee	\$10,643	\$9,402	2024
Nathalie & Theodore Jones Charitable	MA	\$46,636	Trustee	\$9,296	\$8,211	2024
The Howard V Moore Foundation	AZ	\$52,403	Director	\$10,000	\$9,733	2023
The Joseph B Vandervelden Foundation	OR	\$52,502	President	\$3,000	\$2,819	2023
Vogt Family Affiliated Fund Of The Okc	OK	\$46,138	Secretary	\$25,864	\$28,822	2023
Hilliard Family Foundation Inc	WI	\$53,060	Board Secretary	\$4,819	\$4,947	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN 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 MN 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	133 organizations. Compensation range \$518–\$273,326; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$49,487); for reference, expenses \$381,027 and assets \$1,730,648. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Kate Norris, reported title " <i>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	76 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	16 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	43 rd
Total compensation (D + F), as reported (no adjustments)	44 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	56 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 (Kate Norris) 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 133 similarly situated organizations (Same NTEE major group (T), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$17,084 is reasonable (approximately the 43rd 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.