

Madres

Executive Director / CEO

EIN 874397736
 WA · NTEE B90
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Paula A Marshall, Executive Director / CEO** (\$67,200) against **every comparable organization** that fit the selection criteria — **21** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **86th** percentile of comparable organizations within the typical range

Benchmarked executive: Paula A Marshall — reported title "DIRECTOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

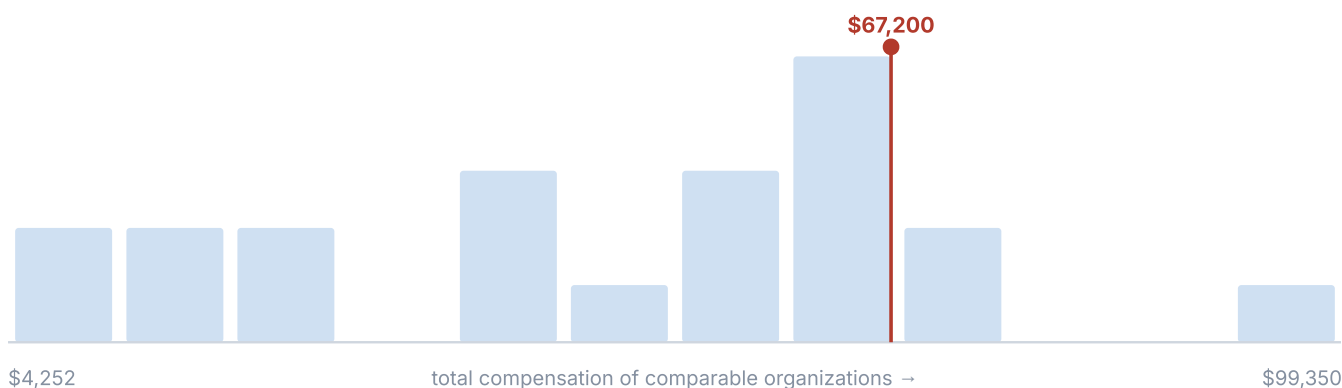
SECTOR Organizations sharing the subject's NTEE classification (B90).

BUDGET Total revenue between \$206,703 and \$462,768 — 0.67x to 1.50x the subject's \$308,512 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (B90) + WA + budget 0.67–1.5x revenue.

21 organizations qualified on sector, size, and geography → **21** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,900	\$24,891	\$54,070	\$64,346	\$68,500	\$67,200
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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 WA 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
Classroom In Bloom	WA	\$309,135	Executive Director	\$66,348	\$64,638	2025
Islands' Oil Spill Association	WA	\$322,423	Vice Preside	\$4,130	\$4,252	2023
Wisecamps	WA	\$294,422	Executive Dir.	\$66,000	\$66,000	2024
Neural Education	WA	\$286,250	Co-founder	\$53,528	\$55,109	2023
Prime Factor	WA	\$344,699	Lead Teacher	\$39,871	\$39,871	2024
Joshua 19 A Non Profit Organization	WA	\$271,035	President, Executive Director, Summit Seekers Director And Teacher	\$60,565	\$59,004	2025
Camp Hope Of Southwest Washington	WA	\$269,860	Executive Dir.	\$42,000	\$42,000	2024
Climb The Mountain Speech And Debate Foundation	WA	\$267,206	Executive Director	\$42,000	\$42,000	2024
Emerald Ballet Theatre	WA	\$265,923	President	\$16,500	\$16,987	2023
Customized Education Designs	WA	\$352,700	President	\$14,900	\$14,900	2024
Wssaaa	WA	\$260,605	Executive Director	\$25,550	\$24,891	2025
Student Research And Development	WA	\$259,062	Executive Director And Board Member	\$62,308	\$64,148	2023
Iskra Books	WA	\$358,430	Board President	\$9,500	\$9,500	2024
Global Outreach And Love Of Soccer Inc	WA	\$373,191	Director	\$71,000	\$71,000	2024
Millwood Impact	WA	\$373,348	Executive Di	\$46,667	\$46,667	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Coastal Interpretive Center	WA	\$241,549	Executive Dir.	\$52,519	\$54,070	2023
Empowering Latina Leadership & Action	WA	\$376,803	Executive Director Board President	\$68,500	\$68,500	2024
Hodos Institute	WA	\$219,466	President, Board Member	\$96,500	\$99,350	2023
Education Francaise Greater Seattle	WA	\$405,135	Executive Director Until Sept 30	\$61,667	\$61,667	2024
Enriching Education Foundation	WA	\$418,489	Co-president	\$21,240	\$21,867	2023
Futuresnw	WA	\$458,847	Executive Director Of Programs	\$62,500	\$64,346	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA cost of living and 2024 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 WA 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 21 organizations. Compensation range \$4,252–\$99,350; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$308,512); for reference, expenses \$310,045 and assets \$166,959.

ROLE MATCH Paula A Marshall, reported title "*DIRECTOR*", 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.**

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	86 th
Total compensation (D + F), as reported (no adjustments)	86 th
Reportable pay only (column D), adjusted	86 th
All sources (D + E + F), adjusted	86 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 (Paula A Marshall) 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 21 similarly situated organizations (Same NTEE sector (B90) + WA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,200 is reasonable (approximately the 86th 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.