

Womens Coaching Alliance

Executive Director / CEO

This analysis benchmarks the total compensation of **Pam Baker, Executive Director / CEO** (\$23,077) against **every comparable organization** that fit the selection criteria — **17** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **18th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Pam Baker — reported title "Executive Dir.", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (O53).

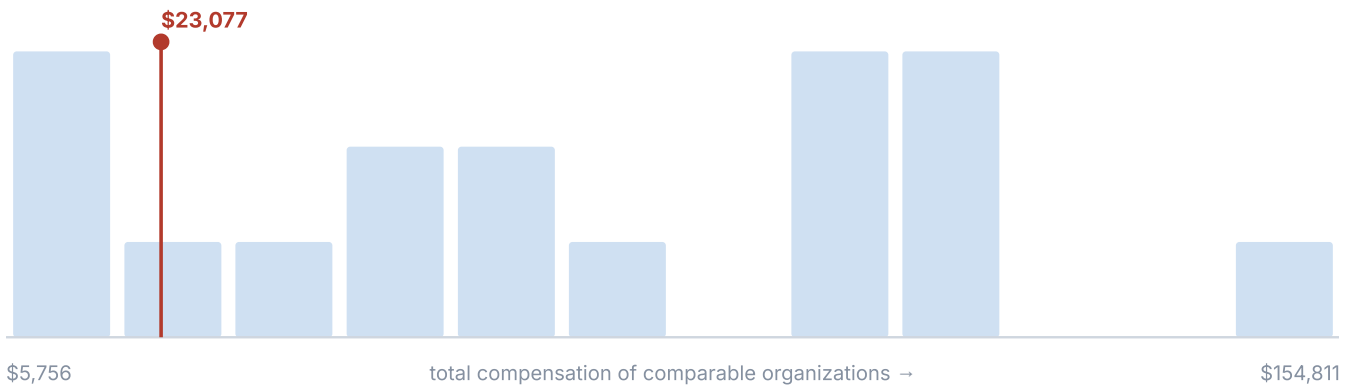
BUDGET Total revenue between \$299,017 and \$669,442 — 0.67x to 1.50x the subject's \$446,295 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (O53), nationwide + budget 0.67–1.5x revenue.

17 organizations qualified on sector, size, and geography

→ **17** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,015	\$41,465	\$60,975	\$99,592	\$113,918	\$23,077
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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
Youth Entrepreneur Institute	DC	\$452,769	Executive Director	\$98,000	\$99,592	2024
The Uhuru Foundation	VA	\$435,027	President	\$84,615	\$94,614	2024
Partners For Education And Business Inc	NY	\$457,830	President, Macny	\$72,107	\$73,512	2025
Jews For Entrepreneurship	CA	\$431,726	President	\$13,177	\$13,177	2024
Mentors Project Of Bibb County Inc	GA	\$511,880	Executive Di	\$100,115	\$116,577	2024
Oregon Business Academy	OR	\$521,817	Manager	\$25,718	\$28,476	2023
The Next It Girl	SC	\$347,612	Ceo	\$33,336	\$41,465	2023
Finish First Academy	CA	\$556,090	Ceo	\$52,880	\$54,442	2023
Life Skills Foundation	NC	\$327,556	Executive Director	\$48,717	\$58,295	2024
Edtunity Institute Inc	VA	\$321,200	Director	\$5,000	\$5,756	2023
Ownership Is The Future Inc	DC	\$307,166	President	\$60,000	\$60,975	2024
Cybertruck Challenge	MD	\$306,284	Treasurer	\$15,000	\$16,240	2024
Climb Usa Inc	WI	\$303,418	Executive Director	\$80,150	\$96,938	2024
3 Seeds Mentoring Group Nfp	IL	\$611,805	Bd Mbr; Exec Dir	\$98,500	\$112,145	2024
Film2future	CA	\$621,194	Director Of Operations	\$108,836	\$108,836	2024
Condor Initiative	MA	\$655,290	President (Through 8/24) & Director	\$43,077	\$44,829	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Junior Achievement Of Lincoln Inc	NE	\$665,773	President	\$124,289	\$154,811	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 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 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	17 organizations. Compensation range \$5,756–\$154,811; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$446,295); for reference, expenses \$278,272 and assets \$333,301.
ROLE MATCH	Pam Baker, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	18 th
Total compensation (D + F), as reported (no adjustments)	18 th
Reportable pay only (column D), adjusted	18 th
All sources (D + E + F), adjusted	12 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 (Pam Baker) 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 17 similarly situated organizations (Same NTEE sector (O53), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$23,077 is reasonable (approximately the 18th 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.