

Santa Cruz Hostel Society

Executive Director / CEO

This analysis benchmarks the total compensation of **Terri Fisher, Executive Director / CEO** (\$13,971) against **every comparable organization** that fit the selection criteria — **64** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **11th** percentile of comparable organizations below the typical range for comparable organizations

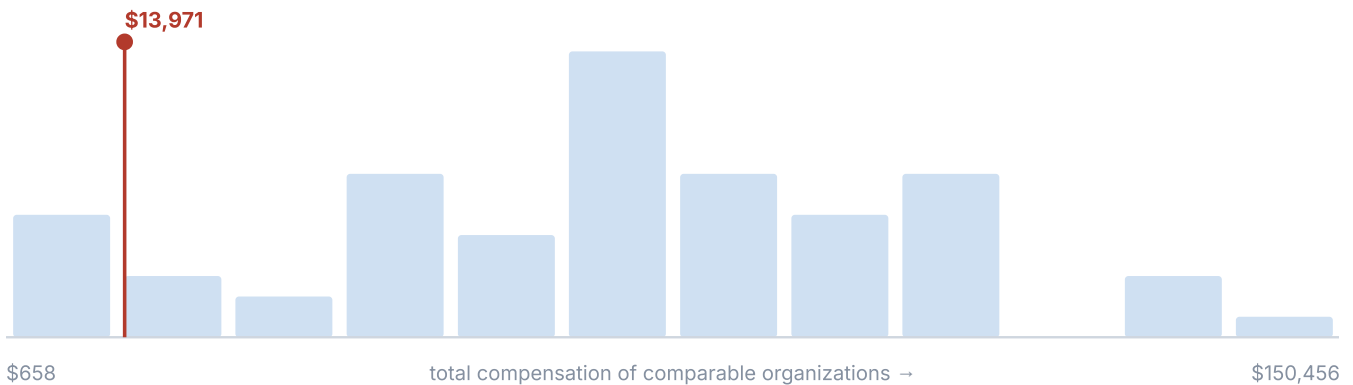
Benchmarked executive: Terri Fisher — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L400).
BUDGET	Total revenue between \$332,817 and \$745,114 — 0.67x to 1.50x the subject's \$496,743 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L40), nationwide + budget 0.67–1.5x revenue.

64 organizations qualified on sector, size, and geography → **64** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,581	\$47,179	\$70,249	\$90,022	\$106,159	\$13,971
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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
Palaemon Inc	MA	\$494,012	President	\$106,600	\$110,935	2024
Butte Spirit Center	MT	\$507,431	Executive Director	\$29,432	\$37,826	2023
The Rock Found	CO	\$510,654	Polan	\$56,700	\$64,823	2023
Home Together A Nonprofit Corporation	NV	\$482,513	Executive Director	\$90,000	\$104,474	2024
Marys Place Pittsburgh	PA	\$472,123	Executive Director (Enter 1/12/24)	\$47,956	\$55,383	2024
Trinity Sober Homes	MN	\$525,755	President	\$9,543	\$11,243	2023
River Of Refuge	MO	\$528,434	Executive Di	\$84,819	\$104,037	2024
Chestnut Campus Inc	CA	\$457,585	Ceo (After 6/22)	\$39,101	\$40,256	2023
Franklin County Women And Family Shelter	KY	\$452,315	Executive Director	\$56,273	\$70,015	2024
Affordable Housing Alliance Of	MI	\$543,314	Executive Di	\$60,000	\$73,838	2023
The Village At Glenciff	TN	\$544,166	Executive Di	\$85,939	\$104,613	2024
Walking Down Ranch Inc	AZ	\$447,141	Vice President	\$41,882	\$46,646	2024
Haven Of Hope Inc	NM	\$442,527	Executive Di	\$82,265	\$102,467	2024
New Alternatives For Lgbt Homeless Youth Inc	NY	\$441,779	Executive Director	\$69,000	\$74,339	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Trinity Transitional Housing	WA	\$552,600	Vice Preside	\$13,932	\$14,445	2024
Loving Hands Childrens Home	CA	\$437,160	Executive Director	\$28,800	\$28,800	2024
Servants Of Shelter Of Koochiching County	MN	\$430,647	Executive Director	\$76,200	\$89,772	2023
South Oakland Citizens For The	MI	\$426,298	Executive Di	\$65,000	\$75,694	2025
1270 Pacific Housing Development Fund Co	NY	\$574,064	President	\$75,418	\$81,254	2023
Columbus Outdoor Pursuits Inc	OH	\$581,189	Staff	\$64,808	\$79,492	2024
Brighter Behavior Choices Inc	IL	\$583,703	Executive Director	\$132,150	\$150,456	2024
Genesis Joy House Homeless Shelter Inc	GA	\$587,394	Executive Director	\$11,000	\$12,809	2024
Project Kompass Incorporated	MA	\$588,427	President/treasurer/execut	\$128,273	\$130,049	2025
I58 Inc	SC	\$590,072	Development	\$50,000	\$62,192	2023
Gmp Development Corp	MA	\$401,456	President & Ceo	\$4,937	\$5,138	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	64 organizations. Compensation range \$658–\$150,456; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$496,743); for reference, expenses \$474,604 and assets \$848,997.
ROLE MATCH	Terri Fisher, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	4 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	11 th
Total compensation (D + F), as reported (no adjustments)	13 th
Reportable pay only (column D), adjusted	14 th
All sources (D + E + F), adjusted	8 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 (Terri Fisher) 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 64 similarly situated organizations (Same NTEE sector (L40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$13,971 is reasonable (approximately the 11th 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.