

# Small Press Traffic Literary Arts Center

Executive Director / CEO

EIN 943029180  
 CA · NTEE A700  
 FY ending 2025-06-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Maxe Crandall, Executive Director / CEO** (\$78,000) against **every comparable organization** that fit the selection criteria — **38** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **82<sup>nd</sup>** percentile of comparable organizations within the typical range

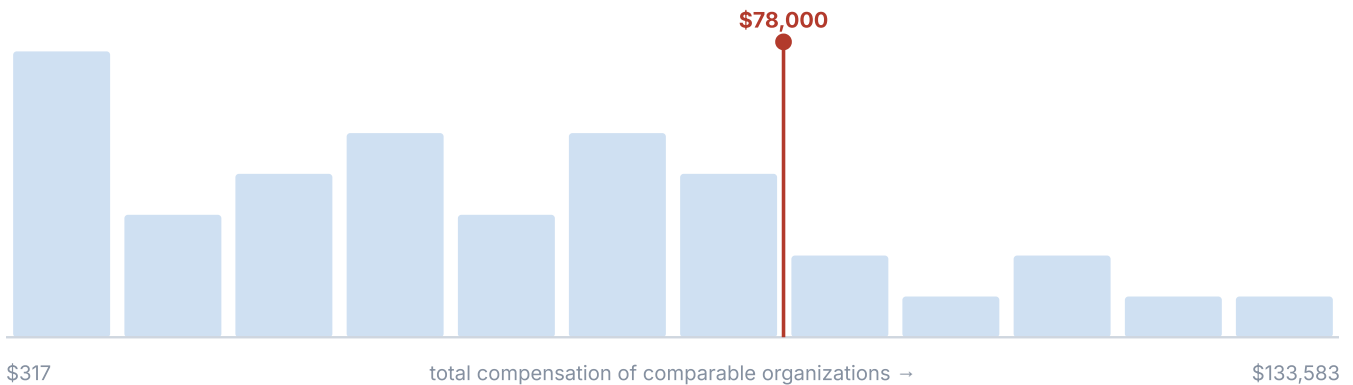
**Benchmarked executive:** Maxe Crandall — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (A700).
- BUDGET** Total revenue between \$161,066 and \$360,597 — 0.67x to 1.50x the subject's \$240,398 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (A70), nationwide + budget 0.67–1.5x revenue.

**38** organizations qualified on sector, size, and geography → **38** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$5,629	\$21,212	\$46,168	\$69,298	\$99,148	\$78,000
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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
<a href="#">Northmont Fellowship Association</a>	PA	\$238,368	President	\$13,000	<b>\$15,411</b>	2024
<a href="#">Family Cornerstones Inc</a>	TN	\$237,771	Exec. Director	\$51,300	<b>\$64,099</b>	2024
<a href="#">Ether Sea Projects Inc Db a Litmus Press</a>	NY	\$243,647	Executive Dir.	\$22,000	<b>\$23,631</b>	2024
<a href="#">Zbigniew Herbert Polish Supplementary School Of Li Inc</a>	NY	\$244,930	Principal/ceo	\$17,460	<b>\$18,271</b>	2025
<a href="#">The Common Acre</a>	WA	\$232,865	Executive Dir.	\$66,500	<b>\$72,864</b>	2023
<a href="#">Roaring Fork Center For Community</a>	CO	\$249,768	Executive Director	\$52,772	<b>\$60,151</b>	2024
<a href="#">Acton Chinese Language School</a>	MA	\$227,508	Principle	\$5,434	<b>\$5,655</b>	2025
<a href="#">Split This Rock Inc</a>	DC	\$267,649	Director	\$64,281	<b>\$69,035</b>	2023
<a href="#">Marine Mills Folk School</a>	MN	\$272,489	Pt Exec Dire	\$23,336	<b>\$28,220</b>	2023
<a href="#">Project Sycamore A Nfp Corporation</a>	TX	\$273,382	Executive Director	\$84,000	<b>\$102,833</b>	2023
<a href="#">African Immigrant Family Services Inc</a>	NE	\$204,188	Executive Director	\$30,600	<b>\$39,124</b>	2024
<a href="#">The Association For The Study Of</a>	NY	\$203,179	Executive Dir.	\$19,500	<b>\$20,406</b>	2025
<a href="#">Christian Home Educators Assn Of Calif</a>	CA	\$278,232	Treasurer	\$300	<b>\$317</b>	2023
<a href="#">Lama Foundation</a>	NM	\$280,456	Director	\$1,008	<b>\$1,327</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Boulder School For German Language And Culture</a>	CO	\$198,752	President	\$27,093	<b>\$31,793</b>	2023
<a href="#">American Comparative Literature</a>	IL	\$285,428	Chief Admin Off	\$85,586	<b>\$102,974</b>	2023
<a href="#">Faulkner Morgan Archive</a>	KY	\$288,069	President & Executive Director	\$52,771	<b>\$69,385</b>	2023
<a href="#">Western Political Science Association</a>	OR	\$288,787	Executive Dir.	\$7,000	<b>\$7,727</b>	2024
<a href="#">Atlanta Writers Club</a>	GA	\$289,485	Executive Director	\$31,500	<b>\$38,761</b>	2023
<a href="#">Spokane Language House</a>	WA	\$185,944	Board Pres/e	\$3,250	<b>\$3,459</b>	2024
<a href="#">Lex America Inc</a>	MA	\$182,807	Executive Director	\$91,339	<b>\$97,569</b>	2024
<a href="#">Helping Link</a>	WA	\$302,762	Executive Director	\$125,517	<b>\$133,583</b>	2024
<a href="#">The Aftermath Project Inc</a>	CA	\$303,880	Secretary	\$51,000	<b>\$53,896</b>	2023
<a href="#">Morris Chinese Academy</a>	NJ	\$176,651	Principal	\$5,245	<b>\$5,567</b>	2024
<a href="#">Huayuan Chinese Academy Inc</a>	MD	\$175,535	President Board Director	\$37,459	<b>\$41,630</b>	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 2025 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 38 organizations. Compensation range \$317–\$133,583; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$240,398); for reference, expenses \$236,013 and assets \$124,238.

**ROLE MATCH** Maxe Crandall, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 1 peer 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	82 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	87 <sup>th</sup>
Reportable pay only (column D), adjusted	87 <sup>th</sup>
All sources (D + E + F), adjusted	79 <sup>th</sup>

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 (Maxe Crandall) 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 38 similarly situated organizations (Same NTEE sector (A70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,000 is reasonable (approximately the 82<sup>nd</sup> 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.