

Friends Of The Columbia River Gateway

Executive Director / CEO

EIN 943148717

WA · NTEE S21Z

FY ending 2023-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Carla Winston, Executive Director / CEO** (\$37,099) against **every comparable organization** that fit the selection criteria — **49** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **22nd** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Carla Winston — reported title “Store Manager”, 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 (S21Z).

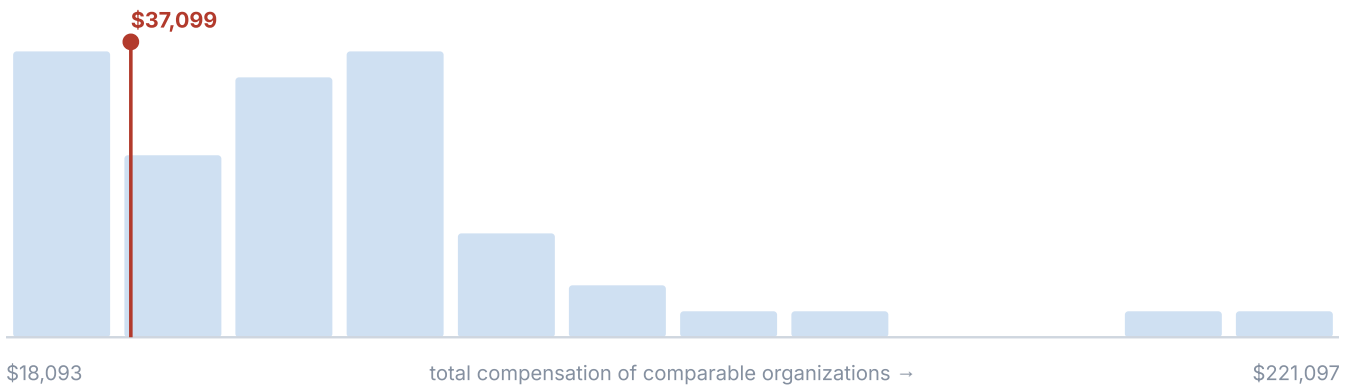
BUDGET Total revenue between \$162,409 and \$363,603 — 0.67x to 1.50x the subject's \$242,402 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (S21), nationwide + budget 0.67–1.5x revenue.

49 organizations qualified on sector, size, and geography

→ **49** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$26,145	\$45,547	\$61,613	\$82,491	\$113,060	\$37,099
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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
Squirrel Hill Urban Coalition	PA	\$241,719	Executive Dir.	\$52,800	\$58,811	2023
Citizens Of Louisville Organized And United Together Inc	KY	\$241,396	Lead Organizer	\$67,904	\$81,485	2023
Citizens For A Loring Park Community	MN	\$243,591	Executive Director	\$80,582	\$88,935	2023
Forever Elmwood Corporation	NY	\$244,931	Executive Director	\$33,000	\$32,351	2024
Watkins Glen Promotions Inc	NY	\$245,999	Executive Director	\$52,490	\$52,978	2023
Inspire Wisconsin Inc	WI	\$237,754	Executive Di	\$83,487	\$94,593	2024
New Impact	WA	\$247,260	Senior Product Manager	\$140,400	\$136,372	2024
Pregnancy Outreach Clinic Of	MT	\$248,866	Executive Di	\$36,806	\$43,043	2024
Sheridan Service Center	MT	\$233,421	Director	\$54,080	\$61,613	2025
Community Action Council Of Crow	MN	\$253,081	Executive Di	\$62,000	\$66,463	2024
El Puente Hispano	NC	\$254,498	Executive Director	\$20,293	\$22,162	2025
Payne-phalen Community Council	MN	\$255,498	Executive Director	\$129,930	\$143,398	2023
Renewing Homes Of Greater Augusta Inc	VA	\$228,987	Executive Dir.	\$17,730	\$18,093	2025
Gateway Eitc Community Coalition	MO	\$256,128	Executive Director	\$72,450	\$81,105	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Pueblo Organizado En Defensa De La	TX	\$225,929	Director	\$45,833	\$51,208	2023
The Society For Psychedelic Outreach	CO	\$264,266	Chair	\$42,800	\$47,719	2022
Gramatan Village Inc	NY	\$217,697	Executive Di	\$75,000	\$73,525	2024
Community Cycles Of California Inc	CA	\$268,858	Ceo	\$70,000	\$67,513	2023
Interchurch Coalition For Action Reconciliation And Empowerment	FL	\$269,014	Lead Organizer/ Ed	\$69,415	\$70,745	2024
Greensboro Community Television Inc	NC	\$215,106	Executive Director	\$73,588	\$82,491	2024
Board Of Latino Legislative Leaders	TX	\$272,300	Executive Director	\$63,000	\$68,370	2024
New Mexico Association Of Community Partners	NM	\$208,602	Executive Director	\$67,420	\$76,642	2025
South Texan's Property Rights	TX	\$280,821	Executive Di	\$55,000	\$59,688	2024
Mercy Drive Ministries Inc	FL	\$203,672	Executive Director	\$48,739	\$53,237	2022
Queen Anne Neighbors For Responsible Growth	WA	\$203,550	Executive Director	\$81,974	\$81,974	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 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 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	49 organizations. Compensation range \$18,093–\$221,097; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$242,402); for reference, expenses \$265,499 and assets \$421,806.
ROLE MATCH	Carla Winston, reported title <i>"Store Manager"</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	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	22 nd
Total compensation (D + F), as reported (no adjustments)	24 th
Reportable pay only (column D), adjusted	22 nd
All sources (D + E + F), adjusted	18 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 (Carla Winston) 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 49 similarly situated organizations (Same NTEE sector (S21), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$37,099 is reasonable (approximately the 22nd 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.