

Access House Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Carolyn Hedigan, Executive Director / CEO** (\$25,733) against **every comparable organization** that fit the selection criteria — **92** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Carolyn Hedigan — reported title "TREASURER", 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 (L41Z).

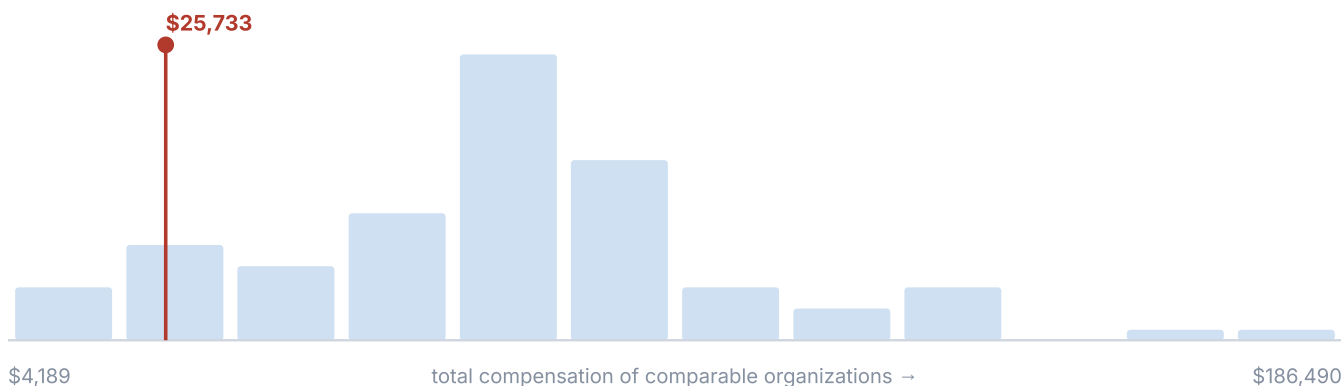
BUDGET Total revenue between \$323,821 and \$724,972 — 0.67x to 1.50x the subject's \$483,315 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (L41), nationwide + budget 0.67–1.5x revenue.

92 organizations qualified on sector, size, and geography

→ **92** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$32,165

\$52,934

\$74,627

\$87,029

\$110,018

\$25,733



■ 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 NY 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
The Salvation Army El Sobrante Residence Inc	CA	\$483,473	President	\$32,694	\$32,165	2023
Hope Avenue Twin Cities	MN	\$481,886	Board Member	\$6,000	\$6,561	2024
Loaves And Fishes Ministry	GA	\$481,111	Executive Director	\$61,837	\$70,839	2023
Community Supportive Living Systems	IL	\$478,532	President/ce	\$74,733	\$83,708	2023
Ministerial Association Temporary	TN	\$476,869	Executive Director	\$49,585	\$56,193	2025
Compassionate Hands Inc	TN	\$475,540	Executive Director	\$69,520	\$80,869	2024
Unseen Faces Foundation Inc	CA	\$467,811	President	\$45,000	\$44,272	2023
La Roca Ministries Inc	CA	\$466,366	Cfo	\$48,000	\$45,869	2024
The Open Shelter Inc	OH	\$501,091	Excutive Dir	\$53,847	\$63,115	2024
Safehome Systems Inc	VA	\$503,565	Executive Di	\$60,000	\$66,005	2023
Helping Hand Outreach Ministries	NH	\$504,291	Executive Director	\$72,619	\$76,397	2023
Calvary Refuge Inc	GA	\$461,266	Executive Dir.	\$84,706	\$94,254	2024
Homeward Bound In Puyallup	WA	\$505,660	Executive Director	\$95,769	\$94,887	2024
At Jacobs Well Inc	MD	\$458,285	Executive Dir.	\$57,829	\$59,831	2024
Goshen Help	WY	\$515,640	Executive Director	\$74,052	\$85,491	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Opportunity Place Inc	FL	\$448,000	Executive Director	\$63,649	\$64,464	2025
Albany Rescue Mission	GA	\$446,601	Ceo	\$63,950	\$71,158	2024
Nashville Launch Pad Inc	TN	\$445,645	Executive Di	\$62,115	\$74,389	2023
Room At The Inn	MI	\$522,363	Executive Director	\$70,576	\$80,615	2024
Beheard Movement Inc	OK	\$522,620	Executive Director	\$63,435	\$77,300	2024
Daisys Place A Shelter For Women And	NJ	\$523,304	Executive Dir.	\$4,118	\$4,189	2023
A Little Bit Of Heaven	IL	\$525,638	Executive Ceo	\$89,483	\$97,355	2024
Inner City Night Shelter Inc	GA	\$440,932	Executive Di	\$86,590	\$96,350	2024
Aurora Project Inc	OH	\$526,847	Executive Di	\$103,000	\$120,728	2024
Moravian Open Door Inc	NY	\$438,968	Executive Director	\$74,865	\$74,865	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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 92 organizations. Compensation range \$4,189–\$186,490; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$483,315); for reference, expenses \$444,993 and assets \$1,943,250.

ROLE MATCH Carolyn Hedigan, reported title "*TREASURER*", 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 4 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	8 th
Total compensation (D + F), as reported (no adjustments)	9 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	99 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 (Carolyn Hedigan) 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 92 similarly situated organizations (Same NTEE sector (L41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$25,733 is reasonable (approximately the 8th 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.