

Hands Of Freedom

Executive Director / CEO

EIN 200189468
 MN · NTEE Q30
 FY ending 2024-12-31
 June 11, 2026

This analysis benchmarks the total compensation of **Jonathan Borde, Executive Director / CEO** (\$30,000) against **every comparable organization** that fit the selection criteria — **154** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **20th** percentile of comparable organizations below the typical range for comparable organizations

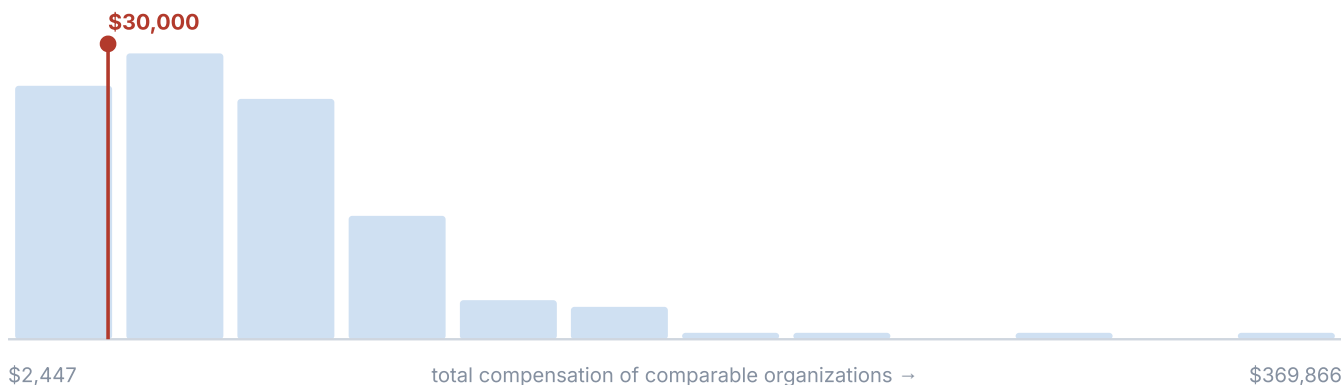
Benchmarked executive: Jonathan Borde — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q30).
BUDGET	Total revenue between \$319,387 and \$715,047 — 0.67x to 1.50x the subject's \$476,698 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q30), nationwide + budget 0.67–1.5x revenue.

154 organizations qualified on sector, size, and geography → **154** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,131	\$32,928	\$59,259	\$89,247	\$123,765	\$30,000
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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 MN 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
El Enjambre Colectivo Inc	PR	\$478,264	Founder	\$28,250	\$28,250	2024
Freedom Research Foundation	DC	\$479,460	Ceo/president	\$115,000	\$105,147	2023
Cispes Education Fund	DC	\$472,949	President	\$44,616	\$40,793	2023
Center For Renewable Energy And	OR	\$481,404	Co-exec Dire	\$46,132	\$43,356	2024
Survival International (Usa)	CA	\$485,822	Us Director	\$84,937	\$74,226	2024
Equipping Farmers International	TN	\$488,396	Executive Director	\$34,050	\$36,222	2024
Give Us Wings	MN	\$489,219	Executive Director	\$62,000	\$62,000	2024
Habibi International	CA	\$489,405	Ceo	\$21,121	\$18,457	2024
Amistad International	CA	\$463,086	Executive Direc	\$12,000	\$10,487	2024
Andando Foundation	OR	\$490,653	Executive Director	\$59,325	\$54,318	2025
New Frontiers Health Force Inc	FL	\$460,266	Director	\$40,080	\$38,105	2024
Open Arms Worldwide	VA	\$457,425	President/executive Direct	\$41,052	\$40,114	2024
Kids Play International Inc	UT	\$497,148	Former Cftreasurerdirector	\$9,000	\$9,322	2024
Action Kivu Inc	CA	\$497,688	Exec Dir & Secr	\$2,800	\$2,447	2024
Physicians For Peace	VA	\$499,826	Ceo (Thru 9/24)	\$162,927	\$155,102	2025
The Womens Institute For Secondary Ed	NC	\$451,104	Executive Dir.	\$65,974	\$71,027	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
New Covenant World Missions	OH	\$450,873	President Ncwm	\$138,042	\$152,337	2023
Center For Getting Things Started	HI	\$450,454	Executive Di	\$98,393	\$89,152	2024
Fundacion Costa Rica - Estados Unidos De		\$450,433	Executive Director	\$162,780	\$162,780	2024
Pacific Island Ministries	CA	\$450,230	President Field	\$98,876	\$86,407	2024
Kay Tita	WA	\$449,391	Executive Dir.	\$91,619	\$83,014	2024
United States Heartland China Assoc	IL	\$443,759	Chairman	\$60,000	\$61,460	2023
Empowering Action	VA	\$510,231	In-country Director	\$60,226	\$58,850	2024
Siempre Unidos	CA	\$442,281	Executive Di	\$33,709	\$30,328	2023
Give Chances Inc	NJ	\$511,439	Secretary And Ed	\$115,990	\$104,806	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN 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 MN 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 154 organizations. Compensation range \$2,447–\$369,866; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$476,698); for reference, expenses \$469,006 and assets \$1,039,941.

ROLE MATCH Jonathan Borde, reported title "*President*", 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.
OUTLIERS	6 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	20 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	23 rd
All sources (D + E + F), adjusted	19 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 (Jonathan Borde) 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 11, 2026, comparing compensation against 154 similarly situated organizations (Same NTEE sector (Q30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$30,000 is reasonable (approximately the 20th 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 11, 2026.