

Heart In Balance

Executive Director / CEO

June 10, 2026

This analysis benchmarks the total compensation of **Jeanette E Shelby, Executive Director / CEO** (\$25,190) against **every comparable organization** that fit the selection criteria — **58** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Jeanette E Shelby — 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 (P46).

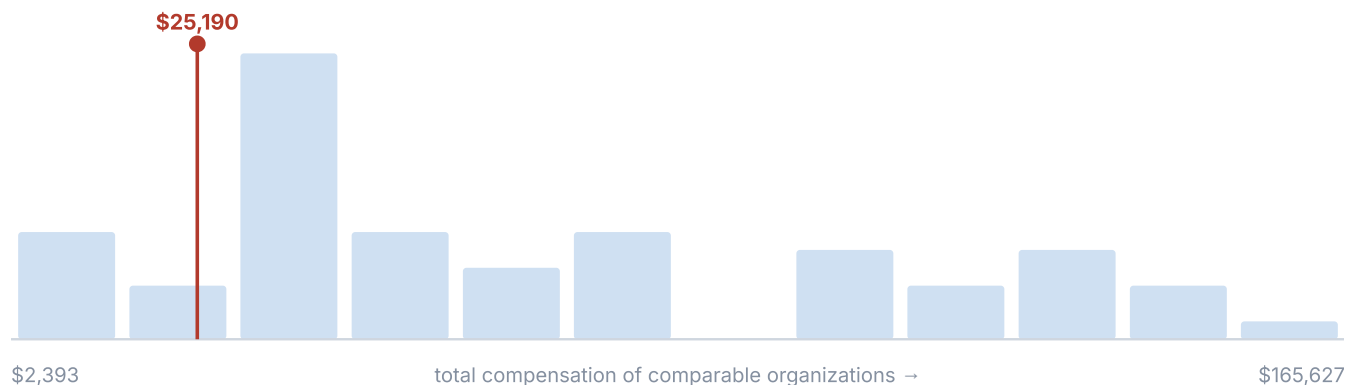
BUDGET Total revenue between \$153,028 and \$342,600 — 0.67x to 1.50x the subject's \$228,400 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P46), nationwide + budget 0.67–1.5x revenue.

58 organizations qualified on sector, size, and geography

→ **58** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,422

\$34,461

\$51,364

\$98,533

\$132,450

\$25,190



■ 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
Eagle Family Ministries Inc	AR	\$230,634	President	\$32,500	\$43,556	2023
Community Grief Support Service	AL	\$230,846	Executive Director - Part Year	\$45,536	\$56,971	2024
Empowered And Dedicated To Edify The	MA	\$231,724	Ceo And Exec Director	\$100,000	\$104,067	2024
Joshua Holmes Ministries	TX	\$220,000	Secretary	\$28,000	\$32,436	2024
Bliss & Wisdom Culture And Education	CA	\$218,140	Cfo	\$2,400	\$2,471	2023
Daemion Counseling Center Inc	PA	\$217,687	Executive Director	\$24,728	\$29,401	2023
Worldwide Marriage Encounter Usa	CA	\$239,704	Office Manager	\$74,845	\$74,845	2024
Illinois Mental Health Counselors Assoc	IL	\$240,710	Executive Director	\$35,100	\$38,932	2025
Delaware Multicultural And Civic Organiz	DE	\$210,427	President	\$27,347	\$31,010	2024
Marriage Adventure Inc	GA	\$210,041	President	\$42,500	\$49,488	2024
Mobilepreacherorg Inc	FL	\$249,166	President & Ceo	\$90,600	\$98,566	2024
Dovehouse Ministries	TN	\$251,533	Founding Dir	\$62,956	\$78,900	2023
Journey For Life	NC	\$203,981	President	\$122,650	\$146,763	2024
Free To Be Ministries	OH	\$261,697	Executive Director	\$34,077	\$43,033	2023
Pastoral Care & Counseling Institute	NC	\$262,503	Director	\$27,298	\$33,629	2023
Shalom Place	PA	\$194,120	President	\$100,605	\$119,618	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Hope Matters Marriage Ministries	TX	\$263,644	President	\$114,367	\$136,400	2023
Someone To Tell It To Inc	PA	\$265,573	Co-ceo	\$82,127	\$97,648	2023
Whatever It Takes Ministries Inc	FL	\$191,117	President	\$71,448	\$80,025	2023
Teen Hope Of Idaho Inc	ID	\$265,688	Executive Director (June-dec)	\$11,550	\$14,649	2023
Seeds Wilderness Therapy	CO	\$191,070	Executive Director	\$35,560	\$40,654	2023
The Apollos Project Inc	RI	\$189,280	Director	\$11,000	\$12,215	2024
Ultimate Escape	TN	\$187,862	Director	\$103,110	\$129,223	2023
Shalveh Inc	NY	\$269,717	Director	\$3,000	\$3,139	2024
Siloam	PA	\$271,663	Executive Di	\$123,735	\$142,898	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	58 organizations. Compensation range \$2,393–\$165,627; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$228,400); for reference, expenses \$235,336 and assets \$24,498.
ROLE MATCH	Jeanette E Shelby, reported title " <i>Executive Dir.</i> ", 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	12 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	14 th
All sources (D + E + F), adjusted	10 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 (Jeanette E Shelby) 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 58 similarly situated organizations (Same NTEE sector (P46), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$25,190 is reasonable (approximately the 12th 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.