

This analysis benchmarks the total compensation of **Charlene Johnson, Executive Director / CEO** (\$69,571) against **every comparable organization** that fit the selection criteria — **22** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **59th** percentile of comparable organizations within the typical range

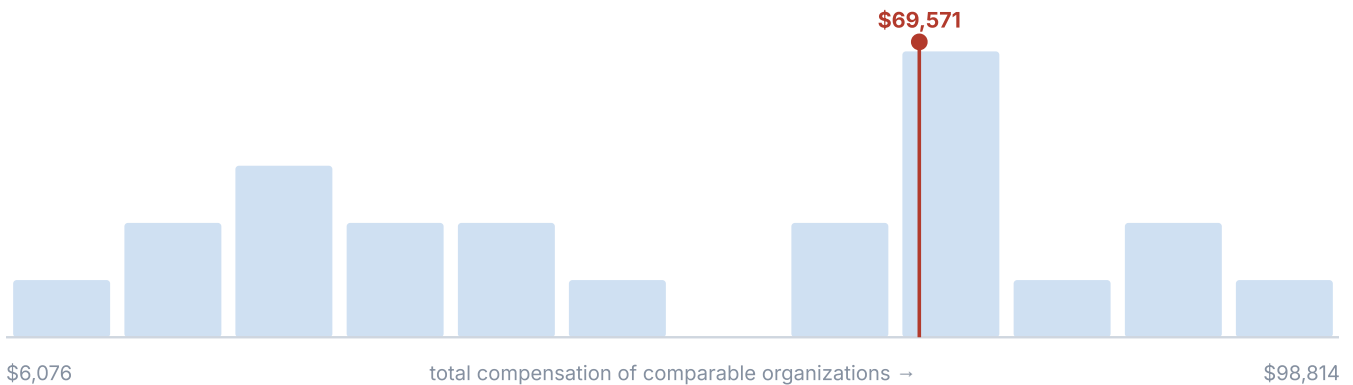
Benchmarked executive: Charlene Johnson — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P31Z).
BUDGET	Total revenue between \$134,793 and \$301,776 — 0.67x to 1.50x the subject's \$201,184 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P31), nationwide + budget 0.67–1.5x revenue.

22 organizations qualified on sector, size, and geography → **22** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,708	\$29,176	\$56,394	\$74,155	\$87,835	\$69,571
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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 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
Forever Families Through Adoption	NY	\$204,283	Exec Directo	\$93,505	\$98,814	2023
For Life Ministries	AL	\$194,332	Executive Director	\$13,560	\$17,132	2023
Adoption Information & Counseling Services Inc	TX	\$208,360	5231 Woodlawn, Bellaire Tx 77401	\$19,450	\$22,753	2023
Catholic Charities Of Southern Nevada	NV	\$208,733	Director	\$5,183	\$6,076	2023
Village To Village International Inc	IN	\$191,021	Executive Director	\$75,000	\$89,842	2024
The Suwandi Foundation	CA	\$212,420	Ceo And President	\$19,181	\$19,370	2023
The Archibald Project Inc	TX	\$223,412	Executive Dir.	\$65,806	\$76,983	2023
Miriams Heart	NJ	\$168,240	President Treasurer	\$37,210	\$37,739	2024
A Gift Of Hope Adoptions Inc	MO	\$162,299	President	\$25,000	\$30,078	2024
Capital Adoptive Families Alliance	CA	\$242,461	Executive Dir.	\$64,215	\$62,987	2024
Love Cradle Usa Inc	PA	\$159,805	President	\$62,278	\$70,548	2024
Forever Bound Adoption	MO	\$244,845	Founder & Ceo	\$24,000	\$28,875	2024
Adoption Solutions Of Maine	ME	\$152,735	President	\$28,500	\$33,375	2023
Open Arms Adoption Services Inc	LA	\$149,934	Agency Director	\$59,964	\$75,004	2024
Universal Aid For Children Inc	FL	\$144,444	Executive Dir.	\$40,000	\$42,684	2024
Casa Of Lake & Sanders Counties	MT	\$259,792	Executive Di	\$57,585	\$70,511	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Family To Family Support Network	CO	\$271,420	Executive Di	\$79,402	\$89,041	2023
A Bond Of Love Adoption Agency Inc	FL	\$274,468	Executive Director	\$60,221	\$64,263	2024
Saint Mary International Adoptions Inc	NC	\$282,802	Ceo	\$62,150	\$75,102	2023
Global Adoption Services Inc	MD	\$286,086	Executive Director	\$45,548	\$49,800	2023
Korean Adoptees Ministry Center	MN	\$294,804	Executive Director	\$23,057	\$25,880	2024
Open Door Adoption Services	MI	\$298,537	Chief Admini	\$61,074	\$71,608	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 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 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 22 organizations. Compensation range \$6,076–\$98,814; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$201,184); for reference, expenses \$195,083 and assets \$128,994.

ROLE MATCH Charlene Johnson, reported title *"Executive Director"*, 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	59 th
Total compensation (D + F), as reported (no adjustments)	86 th
Reportable pay only (column D), adjusted	59 th
All sources (D + E + F), adjusted	55 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 (Charlene Johnson) 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 22 similarly situated organizations (Same NTEE sector (P31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$69,571 is reasonable (approximately the 59th 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.