

# Northeast Missouri Caring

Executive Director / CEO

EIN 260238908

MO · NTEE P40

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Melissa Emel, Executive Director / CEO** (\$41,200) against **every comparable organization** that fit the selection criteria — **193** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **30<sup>th</sup>** percentile of comparable organizations within the typical range

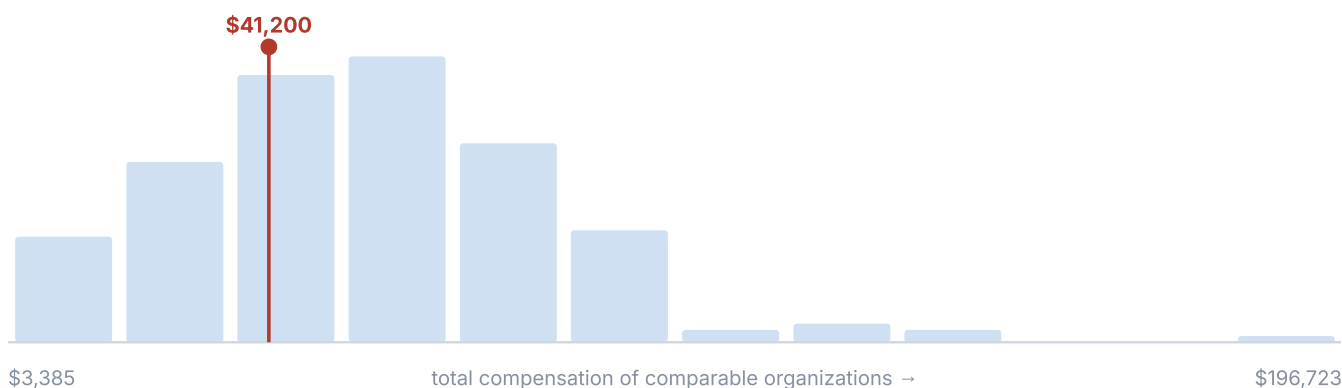
**Benchmarked executive:** Melissa Emel — reported title “DIRECTOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

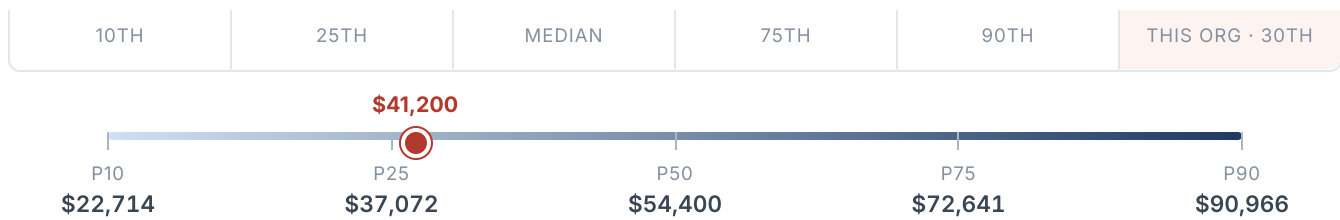
SECTOR	Organizations sharing the subject's NTEE classification (P40).
BUDGET	Total revenue between \$261,671 and \$585,832 — 0.67x to 1.50x the subject's \$390,555 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P40), nationwide + budget 0.67–1.5x revenue.

**193** organizations qualified on sector, size, and geography → **193** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$22,714	\$37,072	\$54,400	\$72,641	\$90,966	\$41,200
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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 MO 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
<a href="#">Foster Alumni Mentors</a>	CO	\$389,696	Executive Di	\$80,726	<b>\$73,083</b>	2024
<a href="#">Ranch Of Hope</a>	CO	\$388,944	President	\$72,177	<b>\$65,344</b>	2024
<a href="#">Way Station</a>	NH	\$388,158	Client Care Coordinator	\$61,109	<b>\$53,275</b>	2024
<a href="#">Community Of Care</a>	ND	\$388,001	Executive Director	\$90,432	<b>\$93,698</b>	2024
<a href="#">Tobys Place Inc</a>	ID	\$387,994	Executive Director	\$70,500	<b>\$70,809</b>	2024
<a href="#">Life Choices Pregnancy &amp; Family Resource Center</a>	TN	\$393,471	Executive Director Since 10124	\$11,500	<b>\$11,413</b>	2024
<a href="#">Providence Family Life Center</a>	MI	\$394,992	Ceo	\$61,938	<b>\$60,360</b>	2024
<a href="#">Old Colony Ymca Wellness Services Inc</a>	MA	\$397,020	President, Ceo	\$31,731	<b>\$26,921</b>	2024
<a href="#">Ohio County Family Resource Network</a>	WV	\$397,037	Executive Di	\$60,000	<b>\$61,336</b>	2024
<a href="#">Resources For Women Inc</a>	FL	\$383,925	Center Director	\$70,888	<b>\$62,875</b>	2024
<a href="#">Career Focus Inc</a>	FL	\$397,535	Chief Executive Officer / Founder	\$68,600	<b>\$60,845</b>	2024
<a href="#">One Love Global</a>	MI	\$398,990	Secretary	\$34,619	<b>\$33,737</b>	2024
<a href="#">Quakerdale Family Services</a>	IA	\$399,118	Executive Director	\$72,100	<b>\$74,536</b>	2024
<a href="#">Faith Choice Ohio</a>	OH	\$380,657	Executive Director	\$90,000	<b>\$92,658</b>	2023
<a href="#">About Families Inc</a>	CA	\$378,090	Exec Directo	\$16,560	<b>\$13,900</b>	2023
<a href="#">Infant Parent Center Inc</a>	CA	\$378,081	Director	\$150,000	<b>\$125,904</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Furniture Mission Of The Red River Valle</a>	ND	\$403,304	Executive Director	\$63,000	<b>\$67,204</b>	2023
<a href="#">The Families And Work Institue Inc</a>	NY	\$377,269	President	\$38,453	<b>\$32,807</b>	2024
<a href="#">The Nurture Place Inc</a>	FL	\$404,622	President	\$24,000	<b>\$21,916</b>	2023
<a href="#">Short Years Partnership</a>	IA	\$375,327	Executive Director	\$48,204	<b>\$51,305</b>	2023
<a href="#">The Martha G Welch Center</a>	NY	\$375,000	Ex Officer Ceo	\$60,250	<b>\$51,403</b>	2024
<a href="#">Dwell - Lycoming County</a>	PA	\$374,640	Executive Director	\$64,178	<b>\$60,426</b>	2024
<a href="#">Esperanza House Inc</a>	AL	\$406,907	Executive Director	\$63,104	<b>\$66,267</b>	2023
<a href="#">Kids In Need Supportive Services</a>	NM	\$372,872	Director	\$52,000	<b>\$54,365</b>	2023
<a href="#">Caring Hearts Pregnancy Ctr Of</a>	NC	\$409,730	Executive Director	\$45,684	<b>\$44,567</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MO 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 MO 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 193 organizations. Compensation range \$3,385–\$196,723; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$390,555); for reference, expenses \$369,455 and assets \$253,538.

**ROLE MATCH** Melissa Emel, reported title "*DIRECTOR*", 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	6 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	30 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	30 <sup>th</sup>
Reportable pay only (column D), adjusted	33 <sup>rd</sup>
All sources (D + E + F), adjusted	28 <sup>th</sup>

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 (Melissa Emel) 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 193 similarly situated organizations (Same NTEE sector (P40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$41,200 is reasonable (approximately the 30<sup>th</sup> 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.