

Puentes De Esperanza

Executive Director / CEO

EIN 260684464

IN · NTEE Q33

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Janet J Michel, Executive Director / CEO** (\$50,000) against **every comparable organization** that fit the selection criteria — **90** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **72nd** percentile of comparable organizations within the typical range

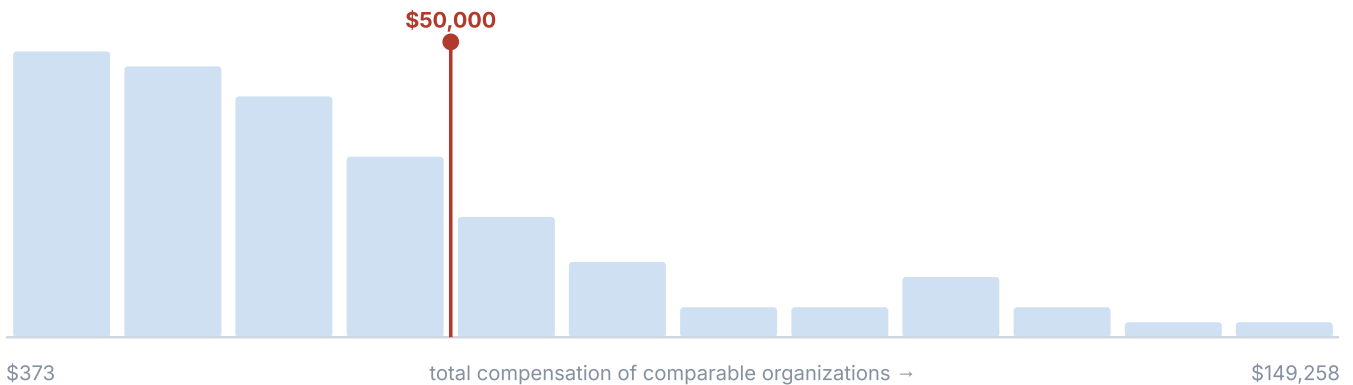
Benchmarked executive: Janet J Michel — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q33).
BUDGET	Total revenue between \$103,385 and \$231,459 — 0.67x to 1.50x the subject's \$154,306 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q33), nationwide + budget 0.67–1.5x revenue.

90 organizations qualified on sector, size, and geography → **90** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,733	\$17,125	\$33,235	\$52,803	\$88,729	\$50,000
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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 IN 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
Missoula Medical Aid	MT	\$154,927	Executive Director	\$9,300	\$9,233	2024
His Hands Mission International	AL	\$155,305	Executive Di	\$127,620	\$126,989	2024
Hearing Heart Missions	MN	\$152,015	President	\$12,579	\$11,448	2024
China Passage Inc	PA	\$156,771	President/director	\$79,200	\$72,746	2024
Missions International Inc	GA	\$151,701	Executive Director & Trust	\$16,000	\$14,818	2024
Fs Home Owners Foundation Inc	CT	\$149,575	Secretarytreasurer	\$431	\$373	2024
Global Vision Outreach Inc	FL	\$159,908	Director	\$7,906	\$7,043	2023
Parish Twinning Program Of The Americas	IN	\$160,994	Executive Director	\$100,000	\$100,000	2023
Barnabas Ministries Inc	PA	\$162,050	Executive Di	\$36,000	\$33,066	2024
The Small-scale Sustainable Infra-	MA	\$163,039	Treasurer	\$24,750	\$21,090	2023
Children Up	IL	\$163,314	Executive Director	\$46,388	\$40,922	2025
Codespa America	DC	\$144,538	Executive Director	\$128,057	\$103,503	2024
Focus Builders International	TX	\$143,877	President	\$27,000	\$24,235	2025
Christian Dominican Medical Mission	TX	\$165,638	Intern Director	\$5,616	\$5,174	2024
Heart Of Christ-corazon De Cristo Inc	AL	\$165,779	President	\$11,300	\$11,244	2024
Guatemala Healing Hands Foundation Inc	NY	\$142,751	President	\$20,351	\$16,502	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Partners For Cancer Care And	MD	\$166,465	Executive Director	\$61,500	\$54,522	2023
Open Arms Foundation Inc	WV	\$139,946	Board Chair	\$50,350	\$50,212	2024
Economic Development And Empowerment Through Mentoring	MA	\$139,080	Excecutive Director	\$11,450	\$9,477	2024
Mountaintop International	DC	\$138,462	Ceo	\$40,999	\$34,116	2023
Raising Hope Inc	PA	\$171,014	President	\$21,140	\$19,417	2024
Pace Universal	CA	\$136,954	Founder	\$57,450	\$47,042	2023
The Tia Foundation Inc	AZ	\$136,226	President Ceo	\$71,433	\$63,276	2024
Shoulder To Shoulder Ministries Inc	FL	\$135,560	President	\$73,240	\$63,372	2024
Overseas Tribal Services Inc Ots	CO	\$131,089	Employee	\$39,328	\$34,734	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IN cost of living and 2023 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 IN 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	90 organizations. Compensation range \$373–\$149,258; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$154,306); for reference, expenses \$176,376 and assets \$181,818.
ROLE MATCH	Janet J Michel, reported title " <i>PRESIDENT</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.
OUTLIERS	4 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	72 nd
Total compensation (D + F), as reported (no adjustments)	66 th
Reportable pay only (column D), adjusted	72 nd
All sources (D + E + F), adjusted	72 nd

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 (Janet J Michel) 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 90 similarly situated organizations (Same NTEE sector (Q33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$50,000 is reasonable (approximately the 72nd 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.