

Carmel Mission Foundation Inc

Executive Director / CEO

EIN 262981780

CA · NTEE A118

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Stephanie A Zelei, Executive Director / CEO** (\$56,623) against **every comparable organization** that fit the selection criteria — **44** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **82nd** percentile of comparable organizations within the typical range

Benchmarked executive: Stephanie A Zelei — 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 (A118).

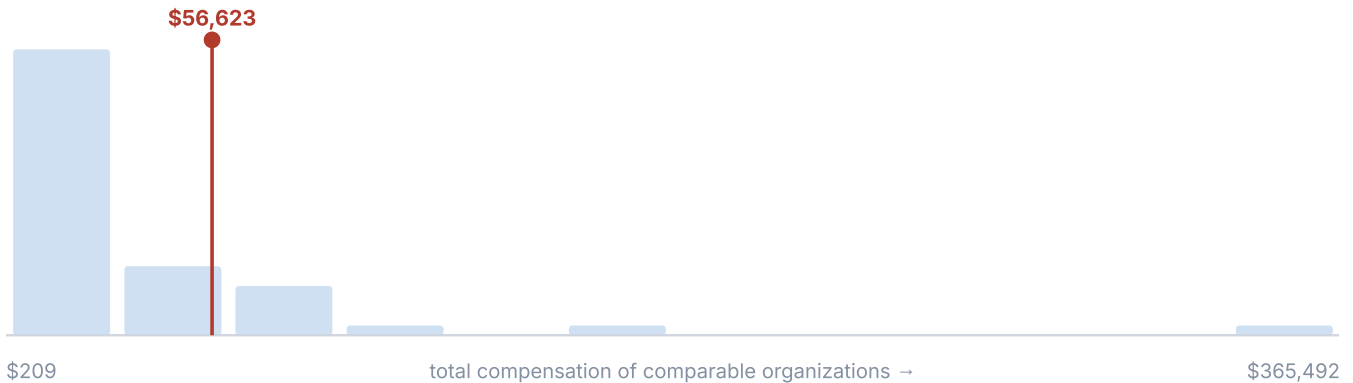
BUDGET Total revenue between \$14,829 and \$33,199 — 0.67x to 1.50x the subject's \$22,133 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (A), nationwide + budget 0.67–1.5x revenue.

44 organizations qualified on sector, size, and geography

→ **44** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$1,320	\$5,342	\$14,588	\$34,287	\$86,103	\$56,623
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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 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
Strategic Air & Space Museum Foundation	NE	\$22,156	President/ceo	\$13,500	\$16,815	2023
Contact Collaborations Inc	VT	\$22,079	President	\$12,250	\$14,279	2023
The Buddhayana Foundation Inc	MA	\$22,435	Treasurer	\$24,000	\$24,259	2024
Wayne County Historical Society	IL	\$22,599	Director / Curator	\$4,830	\$5,341	2024
Sfte Inc	NM	\$22,897	Presidentdirector	\$13,670	\$16,539	2024
The New York City Police Museum	NY	\$21,135	Executive D	\$21,540	\$21,894	2024
Claude Heater Foundation	CA	\$23,205	Ceodirector	\$70,000	\$70,000	2023
Stephen J Ponzillo Jr Memorial Library	MD	\$20,728	Grand Secretary	\$9,099	\$9,851	2023
Us-china Language & Culturefoundation	CA	\$23,580	President	\$580	\$563	2024
The City Of Socorro Community Initiative	TX	\$23,642	Executive Director	\$69,894	\$80,968	2023
Whitney Plantation Museum	LA	\$23,809	Executive Director	\$12,252	\$15,624	2023
Network Of Ensemble Theaters Inc	OR	\$20,205	Executive Dir.	\$83,898	\$90,228	2023
Maryland Cultural And Conference Center	MD	\$24,406	Executive Director, Board	\$6,920	\$7,492	2023
The Time In Childrens Arts Initiative Inc	NY	\$24,497	Secretaryexec Director	\$33,575	\$34,127	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Museum Of Ancient Wonders	CA	\$19,670	Executive Director	\$5,500	\$5,342	2024
Seeds Of Light Foundation	OR	\$19,597	Secretary	\$41,600	\$44,739	2023
International Classical Concerts Of The	CA	\$19,562	President	\$7,000	\$6,799	2024
Foundation For The Long Beach Symphony	CA	\$24,839	Vice President Of Finance	\$11,531	\$11,531	2023
Duquesne Club Charitable Foundation	PA	\$24,842	Secretary	\$5,585	\$6,103	2025
The Confectionery Foundation	DC	\$24,900	Nca Staff	\$31,807	\$31,396	2024
Twoculturesunited Inc	CA	\$25,000	President	\$3,650	\$3,650	2023
The Mcghee Foundation	VA	\$25,512	Secytreas	\$81,000	\$87,973	2024
University Cultural Center Association	MI	\$18,733	Executive Director	\$305,767	\$365,492	2023
North Texas Public Broadcasting	TX	\$18,220	President & Ceo	\$28,809	\$33,373	2023
Automata Arts	CA	\$26,116	Vice-presiden	\$3,272	\$3,096	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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 44 organizations. Compensation range \$209–\$365,492; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$22,133); for reference, expenses \$236,001 and assets \$681,503. **Revenue and expenses diverge this year — revenue may misrepresent operating size;**

weigh the expense-based view.

ROLE MATCH	Stephanie A Zelei, reported title "EXECUTIVE DIR.", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	7 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	82 nd
Total compensation (D + F), as reported (no adjustments)	82 nd
Reportable pay only (column D), adjusted	84 th
All sources (D + E + F), adjusted	61 st

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 (Stephanie A Zelei) 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 44 similarly situated organizations (Same NTEE major group (A), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$56,623 is reasonable (approximately the 82nd 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.