

Mending Hearts Family Services Inc

Executive Director / CEO

EIN 263711546

AZ · NTEE F60

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Sharon Carl, Executive Director / CEO** (\$41,768) against **every comparable organization** that fit the selection criteria — **133** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **31st** percentile of comparable organizations

within the typical range

Benchmarked executive: Sharon Carl — reported title “President & CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (F60).

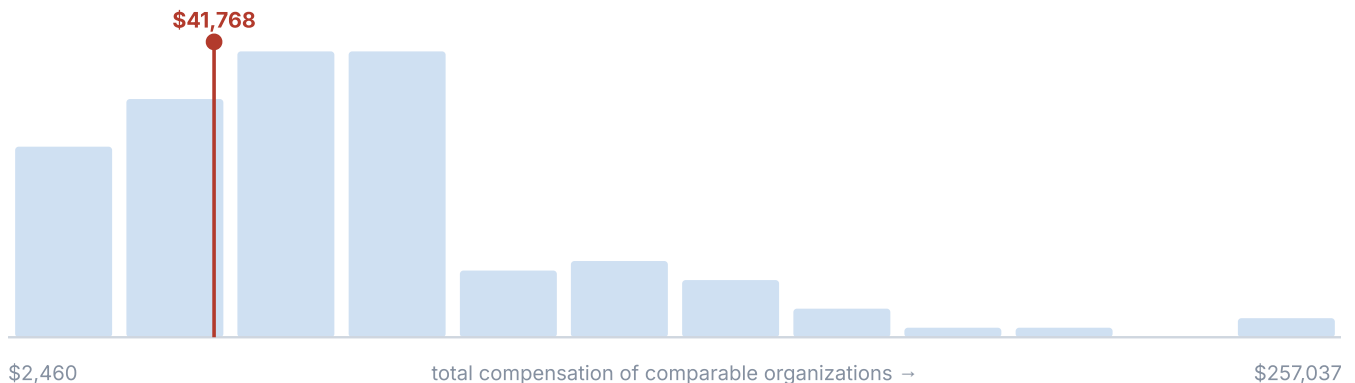
BUDGET Total revenue between \$202,855 and \$454,153 — 0.67x to 1.50x the subject's \$302,769 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (F60), nationwide + budget 0.67–1.5x revenue.

133 organizations qualified on sector, size, and geography

→ **133** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,410

\$33,689

\$60,318

\$84,791

\$128,321

\$41,768



● 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 AZ 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
Christian Counseling Center	CT	\$298,452	Executive Director	\$8,388	\$8,419	2023
Heartstrings Counseling Inc	CA	\$308,555	Ceo	\$90,000	\$83,195	2023
New Hope Counseling Services Inc	IN	\$310,014	Pastor Of Operations	\$85,841	\$96,908	2023
The Bridge Restoration Ministry Napa	CA	\$312,035	Executive Director	\$60,750	\$56,156	2023
The Brian Dagle Foundation Inc	CT	\$293,257	President	\$30,000	\$30,112	2023
Brunan Inc	NJ	\$293,046	Executive Dir.	\$50,000	\$47,790	2023
Crossings Counseling Center Inc	GA	\$292,455	President	\$29,070	\$30,393	2024
Love Like Lexi Project Inc	AL	\$314,689	Executive Dire	\$72,969	\$81,969	2024
Hope For Healthy Families Counseling Center	CA	\$315,277	Ceopresident	\$16,929	\$15,200	2024
Consuelo Inc	IL	\$289,604	President	\$65,500	\$68,935	2023
Noble Choices Inc	TX	\$289,499	President & Founder	\$186,594	\$199,813	2023
Mercy House International Inc	OR	\$316,575	Ceo	\$30,000	\$28,222	2025
Chinook Horses	MT	\$288,212	Executive Dir.	\$108,037	\$121,092	2024
Cornerstone Center For Counseling	CA	\$287,709	President	\$49,811	\$46,044	2023
Place Of Refuge Inc	PA	\$287,064	Exec Director Interim	\$44,138	\$47,120	2023
Women Supporting Women Inc	MD	\$319,274	Executive Director	\$41,349	\$40,196	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Aragon & Hernandez Social Services	CA	\$319,881	Chief Executive Officer	\$36,140	\$32,449	2024
Brilora Fertility Foundation	MI	\$323,669	President	\$32,692	\$35,087	2024
Tides Inc	PA	\$280,678	Executive Director	\$63,162	\$65,494	2024
Seneca Choices For Life Inc	GA	\$280,074	Executive Director	\$56,038	\$60,318	2023
Concho Valley Biblical Counseling Center	TX	\$279,169	Director Of Operations	\$32,280	\$33,575	2024
Peace Restored Inc	IN	\$326,549	Executive Director	\$37,500	\$41,120	2024
Kidz Can Corporation	NJ	\$329,009	President	\$44,200	\$41,034	2024
Anchored Hope Counseling	KY	\$329,102	President/cl	\$73,340	\$81,930	2024
Cenfam	AR	\$329,363	President	\$34,491	\$41,504	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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	133 organizations. Compensation range \$2,460–\$257,037; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$302,769); for reference, expenses \$579,552 and assets \$38,501. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Sharon Carl, reported title " <i>President & CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 5 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	31 st
Total compensation (D + F), as reported (no adjustments)	33 rd
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	30 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 (Sharon Carl) 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 133 similarly situated organizations (Same NTEE sector (F60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$41,768 is reasonable (approximately the 31st 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.