

# Carleton-willard At Home Inc

Executive Director / CEO

EIN 264153105

MA · NTEE P99

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Christopher J Golen, Executive Director / CEO** (\$60,724) against **every comparable organization** that fit the selection criteria — **196** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **44<sup>th</sup>** percentile of comparable organizations within the typical range

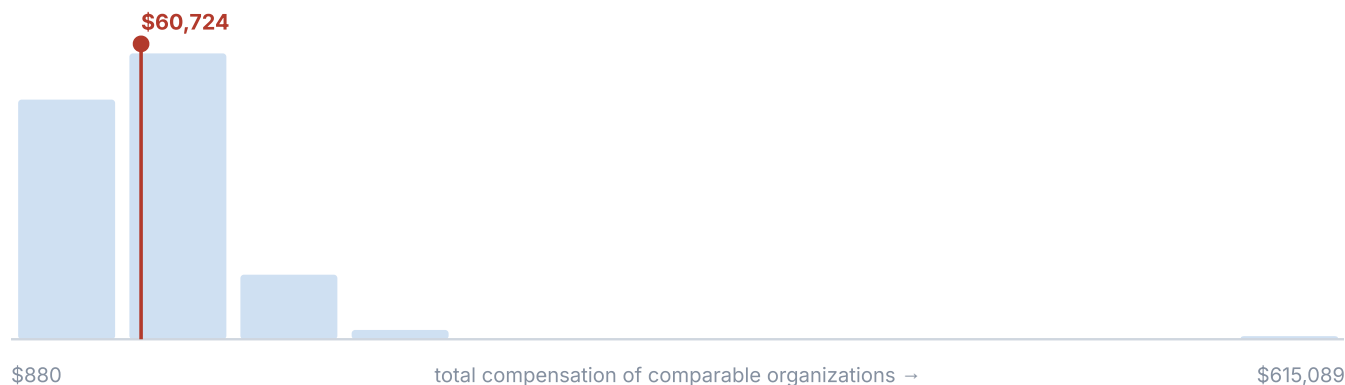
**Benchmarked executive:** Christopher J Golen — reported title "PRESIDENT & CEO", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P99).
BUDGET	Total revenue between \$207,838 and \$465,309 — 0.67x to 1.50x the subject's \$310,206 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P99), nationwide + budget 0.67–1.5x revenue.

**196** organizations qualified on sector, size, and geography → **196** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$13,658	\$34,364	\$66,333	\$89,315	\$111,977	\$60,724
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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 MA 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="#">Neighbors Helping Neighbors Inc</a>	KY	\$310,813	Nhn Director	\$54,573	<b>\$67,174</b>	2023
<a href="#">Girls Helping Girls Period</a>	NJ	\$311,382	Executive Director	\$75,000	<b>\$76,719</b>	2023
<a href="#">Sisters Of Grace Inc</a>	GA	\$308,824	President	\$61,250	<b>\$68,534</b>	2024
<a href="#">Femergy</a>	OH	\$308,518	Director	\$43,542	<b>\$51,321</b>	2024
<a href="#">Evergreen Life Services Of Florida Inc</a>	LA	\$312,332	President/ceo	\$21,418	<b>\$26,245</b>	2024
<a href="#">Horsin' Around Camp Inc</a>	KY	\$316,030	Executive Director	\$82,169	<b>\$101,141</b>	2023
<a href="#">Children's Advocacy Centers</a>	ND	\$303,604	Executive Di	\$109,105	<b>\$133,241</b>	2024
<a href="#">Foundations For Franklin County Inc</a>	MO	\$317,178	Executive Di	\$25,625	<b>\$31,095</b>	2023
<a href="#">One Heart One Mind</a>	UT	\$303,231	Assistant Director	\$22,720	<b>\$26,641</b>	2023
<a href="#">Darke County Pregnancy Help Center</a>	OH	\$301,642	Board Member	\$28,473	<b>\$33,560</b>	2024
<a href="#">Gold Star Peak Inc</a>	AK	\$300,450	President	\$80,000	<b>\$87,627</b>	2023
<a href="#">Peopleworks - Nm</a>	NM	\$321,450	Executive Di	\$64,693	<b>\$79,719</b>	2023
<a href="#">Moco Pride Center Inc</a>	MD	\$297,753	Ceo	\$80,000	<b>\$83,231</b>	2024
<a href="#">Newbirth Outreach Center</a>	AL	\$297,290	Director	\$15,960	<b>\$19,754</b>	2023
<a href="#">Connections Ministry Inc</a>	LA	\$296,729	President	\$78,997	<b>\$96,800</b>	2024
<a href="#">Flourish Homes Incorporated</a>	OK	\$324,273	Ceo/founder	\$36,000	<b>\$45,416</b>	2023
<a href="#">Guardianship &amp; Protective Services</a>	OH	\$324,533	Executive Di	\$62,378	<b>\$73,522</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Destiny Of Hope</a>	MO	\$295,413	Executive Dir.	\$20,833	<b>\$24,555</b>	2024
<a href="#">Open Door Recovery House</a>	TX	\$325,511	Executive Director	\$157,492	<b>\$175,315</b>	2024
<a href="#">Elder Orphan Care</a>	NC	\$292,680	Executive Director	\$59,208	<b>\$70,091</b>	2023
<a href="#">National Association Of Black Women Entrepreneurs</a>	MI	\$328,482	Ceo	\$78,000	<b>\$89,592</b>	2024
<a href="#">Greater Boston Real Estate Board</a>	MA	\$291,834	Ceo	\$39,071	<b>\$40,225</b>	2023
<a href="#">Hackettstown Business Improvement</a>	NJ	\$328,862	Executive Di	\$83,538	<b>\$83,001</b>	2024
<a href="#">One Heart Warriors</a>	MT	\$329,576	President	\$62,499	<b>\$74,971</b>	2024
<a href="#">Dry Dock Corporation</a>	CA	\$290,465	Executive Director And Treasurer	\$59,700	<b>\$59,061</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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	196 organizations. Compensation range \$880–\$615,089; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$310,206); for reference, expenses \$312,240 and assets \$52,483.
ROLE MATCH	Christopher J Golen, reported title " <i>PRESIDENT &amp; CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	8 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	44 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	53 <sup>rd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	99 <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 (Christopher J Golen) 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 196 similarly situated organizations (Same NTEE sector (P99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$60,724 is reasonable (approximately the 44<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.