

# The Three Doors

Executive Director / CEO

June 10, 2026

This analysis benchmarks the total compensation of **Marcia Vaughn, Executive Director / CEO** (\$86,672) against **every comparable organization** that fit the selection criteria — **80** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **76<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Marcia Vaughn — 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 (P50).

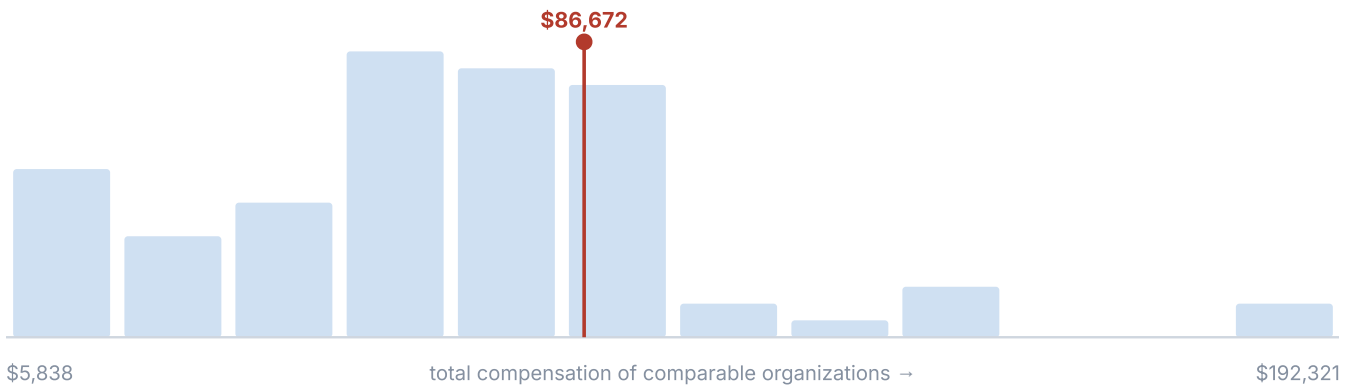
**BUDGET** Total revenue between \$309,909 and \$693,826 — 0.67x to 1.50x the subject's \$462,551 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P50), nationwide + budget 0.67–1.5x revenue.

**80** organizations qualified on sector, size, and geography

→ **80** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$18,013	\$48,611	\$66,642	\$85,250	\$98,616	\$86,672
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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 VA 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="#">Heartbeat Of Lima Inc</a>	OH	\$460,690	Director	\$44,620	<b>\$48,946</b>	2024
<a href="#">New Jersey Together Inc</a>	NJ	\$456,325	Executive Director	\$108,989	<b>\$100,782</b>	2024
<a href="#">Plumline Inc</a>	TN	\$449,782	President	\$176,660	<b>\$192,321</b>	2024
<a href="#">Space Between</a>	WA	\$445,081	Co-director	\$95,234	<b>\$86,030</b>	2025
<a href="#">Iva's Place Inc</a>	TN	\$443,936	Executive Di	\$42,000	<b>\$44,544</b>	2025
<a href="#">Emages Inc</a>	IL	\$481,167	Board Member	\$60,000	<b>\$61,092</b>	2024
<a href="#">Guided By Humanity</a>	CO	\$443,274	Executive Director	\$75,000	<b>\$74,482</b>	2024
<a href="#">Odessa Links Inc</a>	TX	\$441,803	Executive Dir.	\$57,000	<b>\$60,797</b>	2023
<a href="#">Radical Reversal</a>	NJ	\$486,175	Executive Director	\$22,125	<b>\$20,459</b>	2024
<a href="#">Ethiopian Community Services And Development Council Inc</a>	DC	\$436,672	Program Director And Teacher	\$57,600	<b>\$52,349</b>	2024
<a href="#">Reliable Payee Services Inc</a>	PA	\$492,561	Executive Director	\$69,600	<b>\$70,031</b>	2025
<a href="#">Responsible Party Services Inc</a>	PA	\$496,046	Secretary/treasurer	\$134,423	<b>\$138,835</b>	2024
<a href="#">Victory Transformation Inc</a>	NY	\$497,444	Member	\$51,450	<b>\$49,573</b>	2023
<a href="#">Community Spring Inc</a>	FL	\$497,960	Executive Director	\$68,500	<b>\$64,929</b>	2025
<a href="#">Supportive Community Services Inc</a>	WI	\$499,929	Executive Dir.	\$70,462	<b>\$78,465</b>	2023
<a href="#">Senior Resource Services</a>	CO	\$503,870	Executive Di	\$77,650	<b>\$77,114</b>	2024
<a href="#">The Center For Disability</a>	OH	\$504,123	Executive Di	\$80,000	<b>\$90,348</b>	2023
<a href="#">Fresh Air Family Inc</a>	AL	\$416,909	Executive Director	\$53,460	<b>\$59,816</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Bridges For Life Inc</a>	IN	\$409,904	President And Founder	\$45,652	<b>\$49,861</b>	2024
<a href="#">All Things Possible Medical Fundraising</a>	SC	\$409,441	Director	\$14,250	<b>\$15,852</b>	2023
<a href="#">Scores Reentry</a>	NJ	\$405,730	Chief Executive Officer	\$63,000	<b>\$58,256</b>	2024
<a href="#">Fire Outreach Of Houston</a>	TX	\$403,991	Secretary	\$17,500	<b>\$18,130</b>	2024
<a href="#">Lasos Inc</a>	MD	\$527,404	Executive Dir.	\$62,540	<b>\$58,995</b>	2025
<a href="#">Abundant Hope Pregnancy</a>	MA	\$397,165	Executive Dir.	\$57,410	<b>\$55,009</b>	2023
<a href="#">Showers Of Blessing Santa Barbara</a>	CA	\$394,982	Executive Dir.	\$83,019	<b>\$76,438</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	80 organizations. Compensation range \$5,838–\$192,321; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$462,551); for reference, expenses \$466,892 and assets \$121,982.
ROLE MATCH	Marcia Vaughn, reported title " <i>PRESIDENT</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	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	76 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	83 <sup>rd</sup>
Reportable pay only (column D), adjusted	79 <sup>th</sup>
All sources (D + E + F), adjusted	74 <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 (Marcia Vaughn) 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 10, 2026, comparing compensation against 80 similarly situated organizations (Same NTEE sector (P50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$86,672 is reasonable (approximately the 76<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 10, 2026.