

Junior Achievement Of Mad River Region Ohio

Executive Director / CEO

EIN 310597416
OH · NTEE Q320
FY ending 2023-06-30
June 9, 2026

This analysis benchmarks the total compensation of **Crystal Steiner, Executive Director / CEO** (\$36,797) against **every comparable organization** that fit the selection criteria — **24** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **25th** percentile of comparable organizations within the typical range

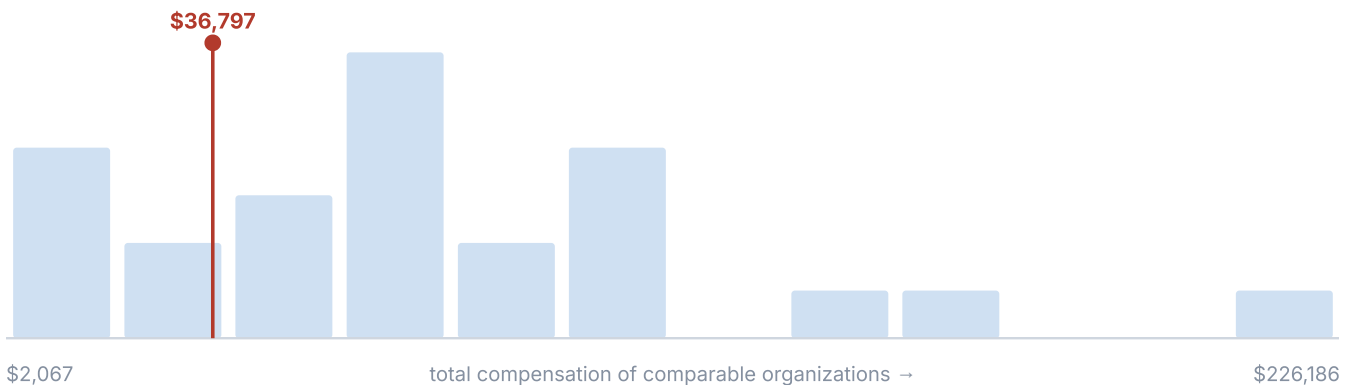
Benchmarked executive: Crystal Steiner — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q320).
BUDGET	Total revenue between \$125,415 and \$280,782 — 0.67x to 1.50x the subject's \$187,188 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q32), nationwide + budget 0.67–1.5x revenue.

24 organizations qualified on sector, size, and geography → **24** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,356 10TH	\$39,603 25TH	\$70,281 MEDIAN	\$97,077 75TH	\$127,330 90TH	\$36,797 THIS ORG · 25TH
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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 OH 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
Lumeya International Ministries Inc	CA	\$185,831	President	\$22,168	\$18,073	2023
All Seasons Community Services	MN	\$182,386	Ceo	\$24,124	\$22,506	2023
The Social Enterprise Fund Inc	FL	\$172,241	Director	\$2,400	\$2,067	2024
Global Leadership Inc	GA	\$205,959	Executive Di	\$105,600	\$97,373	2024
Jubilee Usa Network	DC	\$168,246	Executive Dir.	\$189,520	\$152,516	2024
Junior Achievement Of Middletown Area	OH	\$167,633	President/ed	\$73,123	\$69,194	2025
Junior Achievement Of Hawaii Inc	HI	\$165,759	President	\$94,682	\$80,035	2023
Code To Inspire Inc	DE	\$161,214	Ceo	\$108,000	\$96,978	2024
Eha Impact Ventures Inc	DE	\$160,913	Ceo	\$244,665	\$226,186	2023
Aguaclara Reach Inc	NY	\$224,320	Director	\$86,121	\$71,367	2024
Center For Growth And Opportunity	UT	\$227,736	President	\$143,888	\$135,052	2024
Ten Thousand Villages Of Central Pennsylvania Inc	PA	\$144,642	Executive Director	\$44,448	\$40,649	2024
African Hospitality Institute	WA	\$235,222	Field Director	\$80,000	\$67,624	2023
Social Inquiry Inc	NY	\$135,894	Secretary	\$6,000	\$4,972	2024
Ibec Ventures	PA	\$243,259	Managing Director	\$116,100	\$109,313	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Union Microfinanza Inc	MI	\$129,176	President	\$14,992	\$14,191	2024
Panel Group Thought For Action	DC	\$125,863	Director	\$74,539	\$59,985	2024
Beyond Capital Fund	TX	\$249,507	Treasurer/se	\$80,000	\$73,388	2024
Farms International Inc	MN	\$253,049	Executive Di	\$60,985	\$53,837	2025
House On The Hill Inc	KY	\$256,964	President	\$86,000	\$84,733	2024
Nivas Inc	CO	\$260,322	President/executive Director	\$82,012	\$72,117	2024
Be There Ministries	VA	\$266,817	Founder	\$40,000	\$36,465	2023
Hope Border Institute	TX	\$268,242	Executive Director	\$53,074	\$48,687	2024
Summit Initiative	WA	\$277,114	Executive Director	\$120,000	\$98,526	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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	24 organizations. Compensation range \$2,067–\$226,186; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$187,188); for reference, expenses \$189,317 and assets \$23,844.
ROLE MATCH	Crystal Steiner, 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 1 peer 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	25 th
Total compensation (D + F), as reported (no adjustments)	21 st
Reportable pay only (column D), adjusted	29 th
All sources (D + E + F), adjusted	25 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 (Crystal Steiner) 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 24 similarly situated organizations (Same NTEE sector (Q32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$36,797 is reasonable (approximately the 25th 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.