

# The Healing Word Counseling Center

Executive Director / CEO

EIN 311672935

TN · NTEE O20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Diane Young, Executive Director / CEO** (\$27,000) against **every comparable organization** that fit the selection criteria — **99** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **15<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

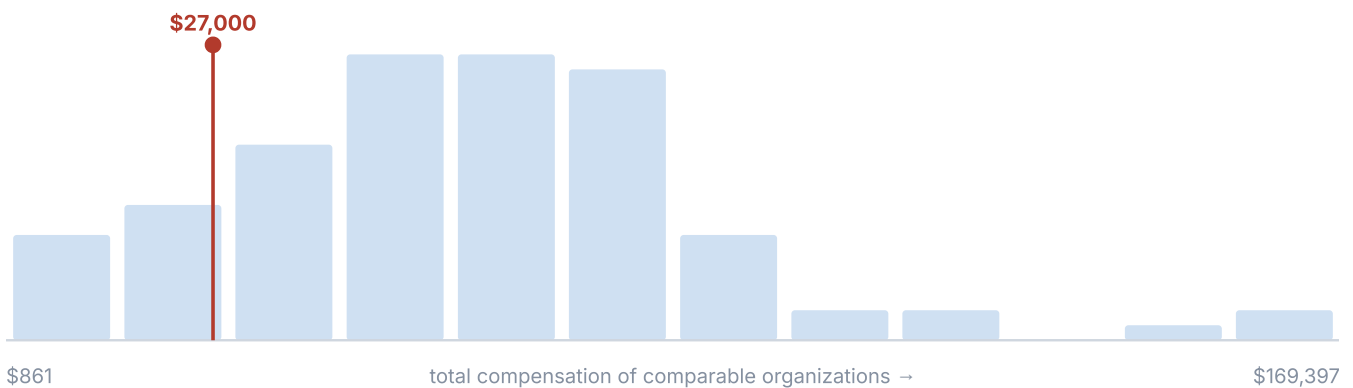
**Benchmarked executive:** Diane Young — reported title “ADMINISTRATOR/COUNSELOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O20).
BUDGET	Total revenue between \$280,573 and \$628,149 — 0.67x to 1.50x the subject's \$418,766 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O20), nationwide + budget 0.67–1.5x revenue.

**99** organizations qualified on sector, size, and geography → **99** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$19,782	\$38,804	\$57,185	\$73,790	\$92,704	\$27,000
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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 TN 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="#">Southwest Indiana Powerhouse Inc</a>	IN	\$418,746	Executive Di	\$96,000	<b>\$96,312</b>	2024
<a href="#">Yachats Youth &amp; Family</a>	OR	\$422,414	Executive Di	\$67,129	<b>\$59,307</b>	2024
<a href="#">Wadena County Humane Society</a>	MN	\$415,057	Director Of	\$65,000	<b>\$62,908</b>	2023
<a href="#">Shemilah Outreach Center</a>	IL	\$414,000	Executive Director	\$74,000	<b>\$71,256</b>	2023
<a href="#">Sisters Of Watts</a>	CA	\$411,975	Ceo	\$27,200	<b>\$22,345</b>	2024
<a href="#">Davis Forest School</a>	CA	\$425,661	Director	\$48,872	<b>\$40,148</b>	2024
<a href="#">Westminster At Wade Inc</a>	WV	\$425,679	Director	\$33,840	<b>\$34,857</b>	2024
<a href="#">North Jefferson Junior Baseball Assoc</a>	CO	\$426,498	Scheduler	\$12,915	<b>\$12,129</b>	2023
<a href="#">Neighborhood House Community Center</a>	WI	\$427,308	Executive Di	\$55,521	<b>\$56,793</b>	2023
<a href="#">Jacob's Ladder Inc</a>	VA	\$427,326	Executive Director	\$78,074	<b>\$71,716</b>	2024
<a href="#">The Well Community Youth Center Of Waco</a>	TX	\$408,237	Director	\$42,262	<b>\$40,218</b>	2024
<a href="#">Enid Spca</a>	OK	\$430,887	Executive Di	\$22,880	<b>\$23,968</b>	2024
<a href="#">Meridian Police Activities League</a>	ID	\$404,927	Executive Director	\$45,833	<b>\$46,385</b>	2024
<a href="#">Harmony Project Tulsa</a>	OK	\$399,525	Executive Dir.	\$116,192	<b>\$121,719</b>	2024
<a href="#">Fore La Kids Inc</a>	CA	\$438,407	Founder	\$18,750	<b>\$15,403</b>	2024
<a href="#">Girl Talk Incorporated</a>	IN	\$396,331	Executive Di	\$91,200	<b>\$91,497</b>	2024
<a href="#">Carmel Youth Center Inc</a>	CA	\$441,773	Executive Dir	\$87,432	<b>\$71,825</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">North End Youth Center Inc</a>	IL	\$443,510	President	\$99,213	<b>\$92,793</b>	2024
<a href="#">Positive Attitude Youth Center Inc</a>	NC	\$446,069	Executive Di	\$70,000	<b>\$68,810</b>	2024
<a href="#">Time 2 Win Community Organization</a>	FL	\$390,082	President	\$49,200	<b>\$43,971</b>	2024
<a href="#">East Of The River Boys And Girls Steelband Inc</a>	DC	\$389,965	Executive Director	\$68,498	<b>\$57,185</b>	2024
<a href="#">Choices Inc</a>	MA	\$448,576	President	\$46,164	<b>\$40,632</b>	2023
<a href="#">Tenth Life Cat Rescue</a>	MO	\$448,600	Executive Director	\$65,600	<b>\$66,100</b>	2024
<a href="#">Kirbys Children Services</a>	TX	\$386,744	Executive Dire	\$163,000	<b>\$159,700</b>	2023
<a href="#">Summer Program For Youth</a>	PA	\$386,113	Executive Di	\$47,326	<b>\$44,899</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

**PEER COUNT** 99 organizations. Compensation range \$861–\$169,397; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$418,766); for reference, expenses \$434,460 and assets \$153,866.

**ROLE MATCH** Diane Young, reported title *"ADMINISTRATOR/COUNSELOR"*, benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable 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	15 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	14 <sup>th</sup>
Reportable pay only (column D), adjusted	17 <sup>th</sup>
All sources (D + E + F), adjusted	15 <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 (Diane Young) 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 99 similarly situated organizations (Same NTEE sector (O20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$27,000 is reasonable (approximately the 15<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.