

Hands And Feet Ministries Inc

Executive Director / CEO

EIN 450520945

GA · NTEE X21

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Michelle Adams, Executive Director / CEO** (\$43,238) against **every comparable organization** that fit the selection criteria — **17** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **29th** percentile of comparable organizations within the typical range

Benchmarked executive: Michelle Adams — reported title “Board Member”, 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 (X21).

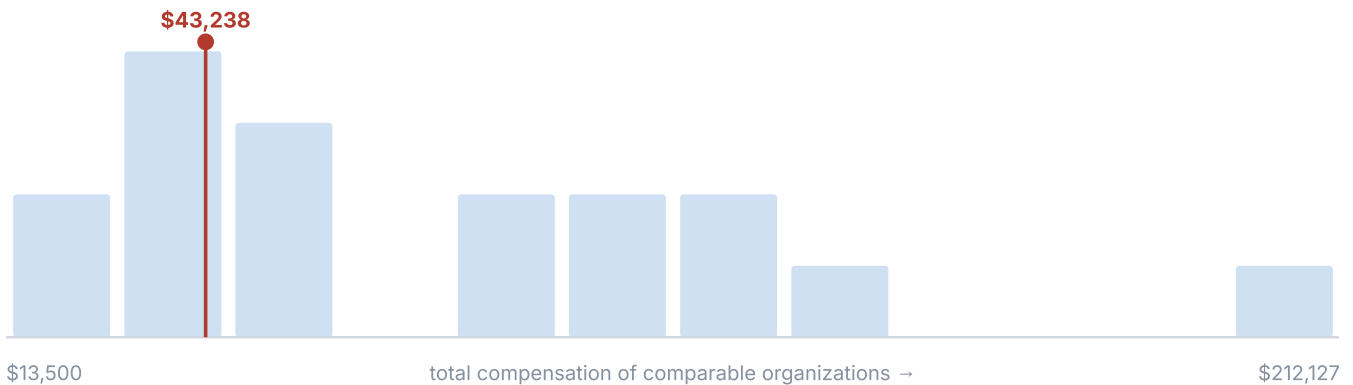
BUDGET Total revenue between \$334,680 and \$749,284 — 0.67x to 1.50x the subject's \$499,523 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (X21) + GA + budget 0.67–1.5x revenue.

17 organizations qualified on sector, size, and geography

→ **17** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$29,651	\$42,000	\$55,122	\$101,469	\$132,382	\$43,238
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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 GA 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
David George World Ministries Inc	GA	\$501,079	President	\$139,064	\$139,064	2024
New Alliance Missionary Church Inc	GA	\$479,882	Pastor	\$53,541	\$55,122	2023
Mekane Selam St Michael The Ethiopian Orthodox Te	GA	\$526,582	Priest	\$48,000	\$48,000	2024
New Days Church Inc	GA	\$547,053	Pastor	\$39,600	\$40,770	2023
Pact Ministry Inc	GA	\$439,827	President	\$127,927	\$127,927	2024
Conexion Training Inc	GA	\$430,212	President	\$101,469	\$101,469	2024
Jabbock Ministries Inc	GA	\$420,341	Director	\$36,000	\$37,063	2023
Mdc Today Foundation Inc	GA	\$415,921	President	\$206,041	\$212,127	2023
Jesus Center Church Inc	GA	\$414,670	Pastor	\$18,000	\$18,532	2023
Grace Ministries International Inc	GA	\$398,621	Executive Dir.	\$44,510	\$44,510	2024
Northeast Taiwan Christian Association Inc	GA	\$370,256	Director Chairman Contractor	\$42,000	\$42,000	2024
Ru4 Inc	GA	\$637,741	Joy	\$52,500	\$52,500	2024
Christ Apostolic Church (Cac) Atlant	GA	\$360,100	Pastor	\$118,800	\$122,309	2023
L2I Inc	GA	\$351,567	Metro Co-director	\$81,894	\$84,313	2023
Word Alive Ministries	GA	\$350,553	President	\$81,000	\$81,000	2024
Vision Street Ministries Inc	GA	\$346,018	President	\$95,000	\$97,806	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Vision Community Foundatio	GA	\$691,599	Business/finan	\$13,500	\$13,500	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to GA 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 GA 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 17 organizations. Compensation range \$13,500–\$212,127; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$499,523); for reference, expenses \$590,842 and assets \$44,589.

ROLE MATCH Michelle Adams, reported title *"Board Member"*, 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.**

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	29 th
Total compensation (D + F), as reported (no adjustments)	29 th
Reportable pay only (column D), adjusted	41 st
All sources (D + E + F), adjusted	29 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 (Michelle Adams) 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 17 similarly situated organizations (Same NTEE sector (X21) + GA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$43,238 is reasonable (approximately the 29th 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.