

# One Bead Project

Executive Director / CEO

This analysis benchmarks the total compensation of **Sara Kittle, Executive Director / CEO** (\$84,580) against **every comparable organization** that fit the selection criteria — **95** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **85<sup>th</sup>** percentile of comparable organizations within the typical range

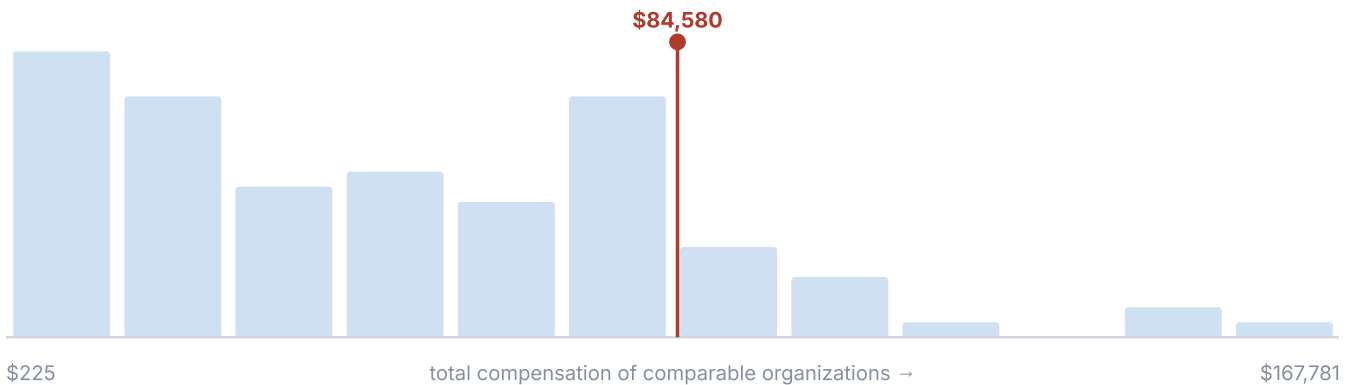
**Benchmarked executive:** Sara Kittle — reported title "President", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B80).
BUDGET	Total revenue between \$232,630 and \$520,815 — 0.67x to 1.50x the subject's \$347,210 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B80), nationwide + budget 0.67–1.5x revenue.

**95** organizations qualified on sector, size, and geography → **95** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$4,826	\$17,427	\$44,221	\$78,014	\$90,599	\$84,580
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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
<a href="#">R3 Student Outreach</a>	TX	\$347,029	President	\$40,580	<b>\$39,340</b>	2024
<a href="#">Tyler Area P-16 Council</a>	TX	\$346,418	Executive Director	\$7,642	<b>\$7,408</b>	2024
<a href="#">Growing Outreach Growing Opportunit</a>	CA	\$346,188	Chair/ Executive Director	\$21,491	<b>\$17,985</b>	2024
<a href="#">Finger Lakes Community College Student</a>	NY	\$349,123	President	\$2,050	<b>\$1,795</b>	2024
<a href="#">Higher Edge Inc</a>	CT	\$349,363	Executive Dir.	\$70,000	<b>\$63,607</b>	2024
<a href="#">Graduate Student Organization At The</a>	NY	\$342,589	President	\$10,577	<b>\$9,024</b>	2025
<a href="#">Georgia Educational Resources Inc</a>	GA	\$355,331	Executive	\$38,635	<b>\$37,647</b>	2024
<a href="#">Homework Central</a>	CA	\$338,432	Executive Dir.	\$59,000	<b>\$50,832</b>	2023
<a href="#">Fields Of Joy Foundation Inc</a>	PR	\$336,857	Executive Director	\$60,000	<b>\$61,588</b>	2024
<a href="#">School City Of Mishawaka Education</a>	IN	\$357,736	Executive Di	\$50,360	<b>\$51,468</b>	2024
<a href="#">Kids Count In Alachua County</a>	FL	\$358,946	Director	\$55,000	<b>\$50,073</b>	2024
<a href="#">Starke County Initiative For Lifelong</a>	IN	\$359,386	Executive Director	\$975	<b>\$971</b>	2025
<a href="#">Student Government Organization</a>	NY	\$363,181	President	\$1,445	<b>\$1,265</b>	2024
<a href="#">St Georges Child Care Center</a>	ME	\$363,922	Executive Director	\$45,568	<b>\$44,221</b>	2024
<a href="#">Ohio Campus Compact</a>	OH	\$364,697	Executive Director	\$78,014	<b>\$82,443</b>	2023
<a href="#">Prime Time Extended Learning Services</a>	MA	\$328,315	President	\$20,000	<b>\$17,417</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Brain Expansion Scholastic Training Inc</a>	FL	\$366,369	Director	\$12,000	<b>\$11,247</b>	2023
<a href="#">U Hope Cdc Inc</a>	GA	\$367,692	Case Manager	\$56,101	<b>\$58,590</b>	2022
<a href="#">New Mexico Out-of School</a>	NM	\$324,228	Executive Di	\$50,535	<b>\$54,231</b>	2023
<a href="#">Curieux Academic Journal</a>	CA	\$323,512	Key Employee	\$44,000	<b>\$36,821</b>	2024
<a href="#">Bay Area Urban Debate Commission</a>	CA	\$372,624	Executive Dir.	\$120,000	<b>\$103,388</b>	2023
<a href="#">California Language Teachers Assoc</a>	CA	\$375,762	Executive Di	\$20,000	<b>\$16,737</b>	2024
<a href="#">Ithaca Public Education Initiative Inc</a>	NY	\$313,363	Executive Director	\$42,500	<b>\$37,218</b>	2024
<a href="#">Manheim Township Educational Foundation</a>	PA	\$311,457	Executive Director	\$24,231	<b>\$23,418</b>	2024
<a href="#">Allied Resources For Children Inc</a>	NJ	\$309,139	Treasurer	\$7,200	<b>\$6,069</b>	2025

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH cost of living and 2025 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 95 organizations. Compensation range \$225–\$167,781; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$347,210); for reference, expenses \$380,353 and assets \$409,864.

**ROLE MATCH** Sara Kittle, reported title "*President*", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	85 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	81 <sup>st</sup>
Reportable pay only (column D), adjusted	80 <sup>th</sup>
All sources (D + E + F), adjusted	83 <sup>rd</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 (Sara Kittle) 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 95 similarly situated organizations (Same NTEE sector (B80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$84,580 is reasonable (approximately the 85<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.