

# One By One

Executive Director / CEO

EIN 453817984  
 TN · NTEE Q33  
 FY ending 2024-12-31  
**June 10, 2026**

This analysis benchmarks the total compensation of **Rebecca Murray, Executive Director / CEO** (\$71,783) against **every comparable organization** that fit the selection criteria — **251** 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

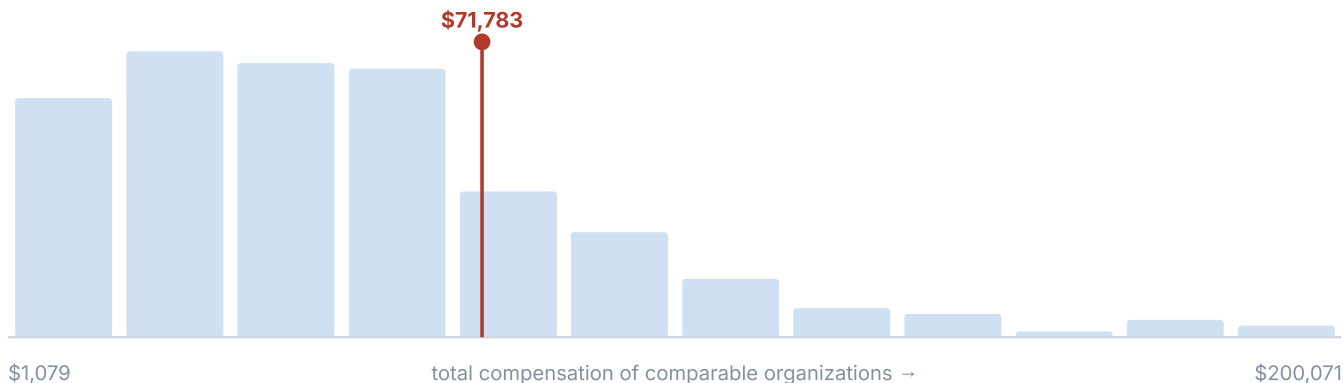
**Benchmarked executive:** Rebecca Murray — reported title “CEO, FOUNDER”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q33).
BUDGET	Total revenue between \$323,875 and \$725,094 — 0.67x to 1.50x the subject's \$483,396 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q33), nationwide + budget 0.67–1.5x revenue.

**251** organizations qualified on sector, size, and geography → **251** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$10,314	\$26,840	\$47,895	\$69,912	\$99,731	<b>\$71,783</b>
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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="#">Brighter Children Inc</a>	CA	\$484,054	Director	\$142,414	<b>\$116,992</b>	2024
<a href="#">Accessible Hope International</a>	IL	\$482,596	President & Ceo	\$100,559	<b>\$91,627</b>	2025
<a href="#">Christian Missions Unlimited</a>	AL	\$482,332	Executive Director	\$64,925	<b>\$68,700</b>	2023
<a href="#">Sonje Ayiti Organization Inc</a>	MI	\$482,121	Ceo And Executive Director	\$26,000	<b>\$25,531</b>	2024
<a href="#">Guatemala Village Health</a>	WA	\$481,433	Executive Director (Non-voting)	\$23,469	<b>\$20,580</b>	2023
<a href="#">Restoring Hope Nepal</a>	MT	\$480,850	Executive Director	\$14,400	<b>\$15,203</b>	2023
<a href="#">Remote Aid International Inc</a>	FL	\$480,684	Ceo	\$65,581	<b>\$58,611</b>	2024
<a href="#">The Juniper Fund</a>	WA	\$486,419	Executive Director	\$97,400	<b>\$82,960</b>	2024
<a href="#">Kudvumisa Foundation Usa Inc</a>	PA	\$486,734	Board Member And Program Director	\$63,000	<b>\$59,769</b>	2024
<a href="#">International Orphan Support Inc</a>	FL	\$487,251	Vice-president	\$46,860	<b>\$43,117</b>	2023
<a href="#">127 Worldwide Incorporated</a>	NC	\$487,620	Executive Dir.	\$67,194	<b>\$66,051</b>	2024
<a href="#">Ministry Builders Inc</a>	TX	\$478,932	President/director	\$44,778	<b>\$42,613</b>	2024
<a href="#">Gap Missions Ministries Inc</a>	GA	\$478,813	Director Missionary	\$57,638	<b>\$56,763</b>	2023
<a href="#">Partners For Andean Community Health Inc</a>	CT	\$477,950	Executive Director	\$14,400	<b>\$13,224</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Honduras Compassion Partners Inc</a>	MD	\$477,734	Secretary	\$32,077	<b>\$28,530</b>	2024
<a href="#">Door Of Hope</a>	MI	\$489,108	Ceo	\$19,150	<b>\$18,804</b>	2024
<a href="#">Alliance Care Now</a>	VA	\$476,844	Founder Ceo	\$138,462	<b>\$127,187</b>	2024
<a href="#">The Chain Collaborative Inc</a>	PA	\$475,641	Executive Dir.	\$36,400	<b>\$35,553</b>	2023
<a href="#">Hosean International Ministries Inc</a>	AR	\$475,134	President	\$48,000	<b>\$52,846</b>	2023
<a href="#">Walk In The Light International</a>	WA	\$475,048	Executive Director	\$36,000	<b>\$30,663</b>	2024
<a href="#">Daybreak Development Corporation</a>	GA	\$474,885	President	\$21,900	<b>\$21,568</b>	2023
<a href="#">Beehive Global Inc</a>	NC	\$491,957	Executive Director	\$32,500	<b>\$32,891</b>	2023
<a href="#">Project Connect Inc</a>	TN	\$491,983	President (Thru 10/2024)	\$77,366	<b>\$77,366</b>	2024
<a href="#">Kingdom Home</a>	WA	\$492,692	Director	\$40,583	<b>\$34,567</b>	2024
<a href="#">Every Nation Education Inc</a>	NC	\$473,249	Ceo	\$12,360	<b>\$12,150</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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT **251** organizations. Compensation range \$1,079–\$200,071; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$483,396); for reference, expenses \$308,789 and assets \$596,501.
ROLE MATCH	Rebecca Murray, reported title "CEO, FOUNDER", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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)	71 <sup>st</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	75 <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 (Rebecca Murray) 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 251 similarly situated organizations (Same NTEE sector (Q33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$71,783 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].

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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.