

All For The Family Legal Clinic Inc

Executive Director / CEO

EIN 455216044

CA · NTEE I80

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Pamela Ross, Executive Director / CEO** (\$94,246) against **every comparable organization** that fit the selection criteria — **104** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **40th** percentile of comparable organizations within the typical range

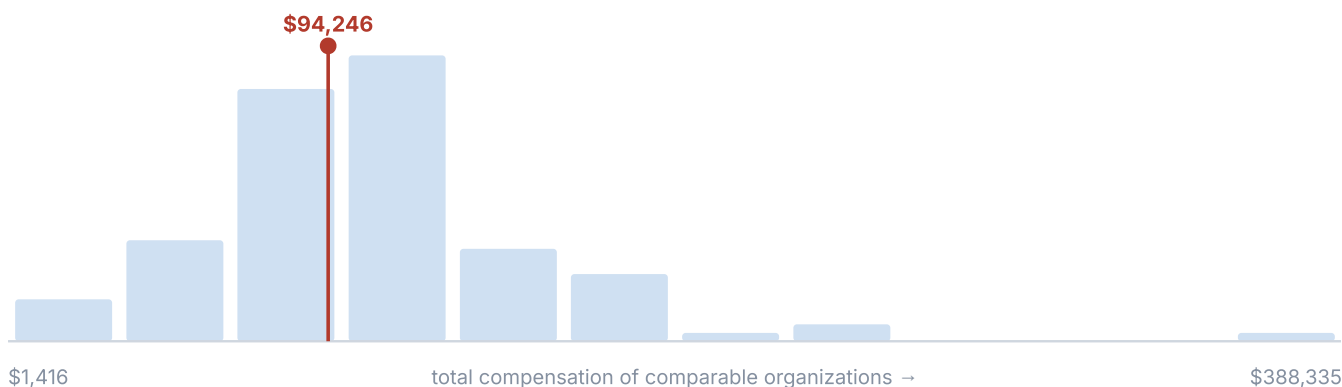
Benchmarked executive: Pamela Ross — reported title “Managing Attorney CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

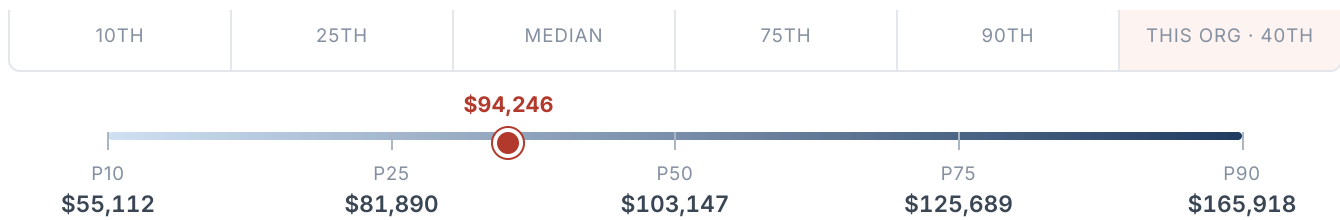
SECTOR	Organizations sharing the subject's NTEE classification (I80).
BUDGET	Total revenue between \$312,319 and \$699,223 — 0.67x to 1.50x the subject's \$466,149 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (I80), nationwide + budget 0.67–1.5x revenue.

104 organizations qualified on sector, size, and geography → **104** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$55,112	\$81,890	\$103,147	\$125,689	\$165,918	\$94,246
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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 CA 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
Restoring Justice	TX	\$464,811	Ceo	\$122,405	\$141,798	2024
Triple Twelve Ministries Inc	KY	\$461,984	Executive Director	\$85,231	\$103,311	2025
Steen Mountain Defenders	OR	\$471,908	Ex Director	\$95,046	\$102,218	2024
Access The Law	OR	\$472,403	Excutive Director	\$113,377	\$125,533	2023
University Student Legal Services	NC	\$459,750	Attorney	\$128,596	\$158,423	2023
Energy & Mineral Law Foundation	KY	\$458,300	Executive Director	\$143,586	\$178,650	2024
South Alabama Volunteer Lawyers Program	AL	\$455,874	Executive Director	\$70,449	\$90,743	2023
Christian Legal Clinics Of Philadelphia	PA	\$455,121	Executive Director	\$92,475	\$106,797	2024
Software Freedom Law Center Inc	NY	\$478,107	Pres, Exec Dir, & Chairman	\$61,584	\$62,785	2025
Innocent	MI	\$452,829	President	\$88,000	\$105,189	2024
Casa Of Grant County Inc	IN	\$448,126	Executive Director	\$67,097	\$84,363	2023
Step Up To Justice	AZ	\$488,880	Executive Director	\$90,176	\$100,433	2024
Open Hands Legal Services Inc	NY	\$443,206	Executive Director	\$107,981	\$116,336	2023
Voices For Children Inc	MD	\$438,297	Executive Director	\$84,342	\$88,963	2025
Annapolis Immigration Justice Network Inc	MD	\$437,410	Executive Director From June 2023	\$52,613	\$58,646	2023
Choosing Justice Initiative	TN	\$436,697	President	\$101,093	\$123,060	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Arizona Senior Citizens	AZ	\$424,724	Interim Dire	\$103,514	\$115,289	2024
The Liberty Initiative Inc	AR	\$424,640	Executive Di	\$47,800	\$62,223	2024
Student Legal Services	NC	\$507,722	Director	\$174,472	\$208,773	2024
Indian Legal Assistance Program	MN	\$508,568	Executive Di	\$105,043	\$117,103	2025
Gallia County Defense Attorney Corp	OH	\$420,000	President	\$122,959	\$150,819	2024
Szuba Guardian Care Solutions Inc	FL	\$512,833	President	\$72,356	\$78,718	2024
Florida Defense Lawyers Association	FL	\$513,952	Non Voting M	\$76,900	\$83,661	2024
Utah Domestic Violence Legal Services	UT	\$515,117	Executive Director	\$89,900	\$109,702	2023
Inner Banks Legal Services	NC	\$417,113	Excutive Dir	\$61,439	\$73,518	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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	104 organizations. Compensation range \$1,416–\$388,335; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$466,149); for reference, expenses \$390,716 and assets \$594,782.
ROLE MATCH	Pamela Ross, reported title " <i>Managing Attorney CEO</i> ", 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 7 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	40 th
Total compensation (D + F), as reported (no adjustments)	57 th
Reportable pay only (column D), adjusted	44 th
All sources (D + E + F), adjusted	37 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 (Pamela Ross) 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 104 similarly situated organizations (Same NTEE sector (I80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$94,246 is reasonable (approximately the 40th 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.