

Door Of Hope

Executive Director / CEO

EIN 461201974

MI · NTEE Q33

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Cynthia Merling, Executive Director / CEO** (\$19,150) against **every comparable organization** that fit the selection criteria — **246** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **16th** percentile of comparable organizations below the typical range for comparable organizations

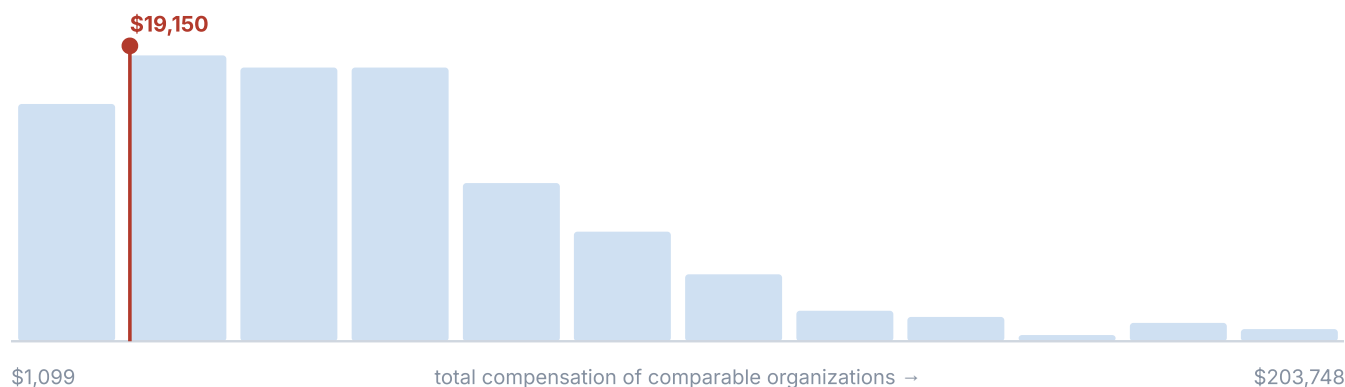
Benchmarked executive: Cynthia Merling — reported title "CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q33).
BUDGET	Total revenue between \$327,702 and \$733,662 — 0.67x to 1.50x the subject's \$489,108 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q33), nationwide + budget 0.67–1.5x revenue.

246 organizations qualified on sector, size, and geography → **246** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,606	\$27,975	\$49,463	\$72,965	\$103,689	\$19,150
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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 MI 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
127 Worldwide Incorporated	NC	\$487,620	Executive Dir.	\$67,194	\$67,265	2024
International Orphan Support Inc	FL	\$487,251	Vice-president	\$46,860	\$43,909	2023
Kudvumisa Foundation Usa Inc	PA	\$486,734	Board Member And Program Director	\$63,000	\$60,868	2024
The Juniper Fund	WA	\$486,419	Executive Director	\$97,400	\$84,485	2024
Beehive Global Inc	NC	\$491,957	Executive Director	\$32,500	\$33,496	2023
Project Connect Inc	TN	\$491,983	President (Thru 10/2024)	\$77,366	\$78,788	2024
Kingdom Home	WA	\$492,692	Director	\$40,583	\$35,202	2024
Brighter Children Inc	CA	\$484,054	Director	\$142,414	\$119,142	2024
One By One	TN	\$483,396	Ceo, Founder	\$71,783	\$73,102	2024
Tanzania Health Partnership	MN	\$494,943	Executive Director	\$94,629	\$90,590	2024
Accessible Hope International	IL	\$482,596	President & Ceo	\$100,559	\$93,311	2025
Christian Missions Unlimited	AL	\$482,332	Executive Director	\$64,925	\$69,962	2023
Children Of Uganda	WV	\$495,995	Executive Di	\$83,479	\$90,156	2023
Sonje Ayiti Organization Inc	MI	\$482,121	Ceo And Executive Director	\$26,000	\$26,000	2024
Guatemala Village Health	WA	\$481,433	Executive Director (Non-voting)	\$23,469	\$20,958	2023
Restoring Hope Nepal	MT	\$480,850	Executive Director	\$14,400	\$15,482	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Remote Aid International Inc	FL	\$480,684	Ceo	\$65,581	\$59,688	2024
Project Pearls Usa Inc	CA	\$497,737	Executive Director	\$67,340	\$56,336	2024
Ministry Builders Inc	TX	\$478,932	President/director	\$44,778	\$43,396	2024
Luz De Vida	CO	\$499,385	President/ce	\$48,000	\$44,592	2024
Gap Missions Ministries Inc	GA	\$478,813	Director Missionary	\$57,638	\$57,806	2023
Partners For Andean Community Health Inc	CT	\$477,950	Executive Director	\$14,400	\$13,467	2023
Honduras Compassion Partners Inc	MD	\$477,734	Secretary	\$32,077	\$29,054	2024
Alliance Care Now	VA	\$476,844	Founder Ceo	\$138,462	\$129,525	2024
The Chain Collaborative Inc	PA	\$475,641	Executive Dir.	\$36,400	\$36,207	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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	246 organizations. Compensation range \$1,099–\$203,748; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$489,108); for reference, expenses \$425,842 and assets \$174,866.
ROLE MATCH	Cynthia Merling, reported title "CEO", 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	9 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	16 th
Total compensation (D + F), as reported (no adjustments)	16 th
Reportable pay only (column D), adjusted	18 th
All sources (D + E + F), adjusted	14 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 (Cynthia Merling) 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 246 similarly situated organizations (Same NTEE sector (Q33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,150 is reasonable (approximately the 16th 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 10, 2026.