

Esther House

Executive Director / CEO

This analysis benchmarks the total compensation of **Aicha Fofana, Executive Director / CEO** (\$32,640) against **every comparable organization** that fit the selection criteria — **35** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **31st** percentile of comparable organizations

within the typical range

Benchmarked executive: Aicha Fofana — reported title “Director”, 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 (P20).

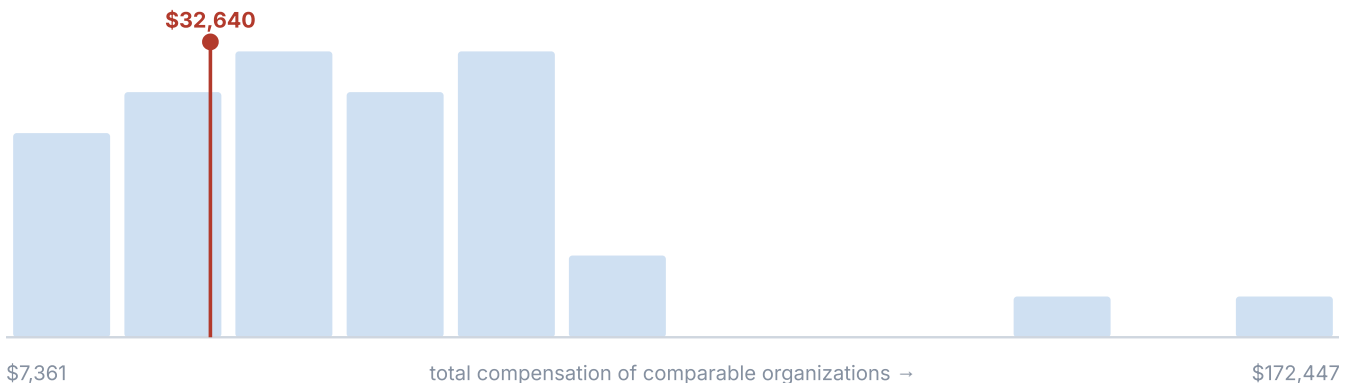
BUDGET Total revenue between \$207,639 and \$464,865 — 0.67x to 1.50x the subject's \$309,910 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P20) + CO + budget 0.67–1.5x revenue.

35 organizations qualified on sector, size, and geography

→ **35** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,400

\$29,019

\$47,083

\$65,738

\$82,858

\$32,640



● 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 CO 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
Wildforce Inc	CO	\$310,296	President Ceo	\$167,500	\$172,447	2023
Swp Inc Db a Shadow Warriors	CO	\$303,540	Treasurer	\$52,379	\$52,379	2024
The Shepherd's Hand	CO	\$317,468	Former Executive Director	\$65,625	\$65,625	2024
Lubick Foundation	CO	\$326,003	Executive Dir.	\$54,238	\$54,238	2024
One Challenge Usa	CO	\$327,988	Executive Director	\$8,466	\$8,466	2024
Rezilientskidz	CO	\$285,691	President	\$42,730	\$43,992	2023
Lifebridge	CO	\$283,303	President	\$48,300	\$49,727	2023
Africa Development Promise	CO	\$340,321	Executive Director	\$28,038	\$28,038	2024
Arboretum Coffee	CO	\$345,091	Executive Dir.	\$22,635	\$22,635	2024
Colorado East Community Action	CO	\$274,123	Executive Di	\$47,083	\$47,083	2024
Love For Lily	CO	\$348,154	Executive Director	\$55,000	\$56,625	2023
Para Ti Mujer	CO	\$350,881	President	\$46,709	\$46,709	2024
Rise Foundation Inc	CO	\$358,363	Executive Director	\$73,875	\$73,875	2024
Milestone Community Wellness Llc	CO	\$359,674	Executive Dir.	\$65,850	\$65,850	2024
From The Heart Foundation	CO	\$364,050	Executive Director	\$51,584	\$51,584	2024
Western Slope Native American Resource Center	CO	\$252,717	Executive Director	\$87,969	\$87,969	2024
Good Life Refuge	CO	\$243,200	President/director	\$21,000	\$21,000	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Crazy Faith Street Ministry	CO	\$239,948	Executive Director	\$57,000	\$57,000	2024
Loaves & Fishes Inc	CO	\$236,304	Exec Director	\$40,000	\$40,000	2024
Confluence Ministries	CO	\$235,973	Director & P	\$75,800	\$75,800	2024
Fish For Change	CO	\$232,757	Vice Chair And Secretary	\$15,000	\$15,000	2024
Collegiate Crossings Inc	CO	\$223,288	Executive Director	\$63,111	\$63,111	2024
Restored Hope Network	CO	\$220,134	Executive Dir.	\$69,784	\$69,784	2024
Hope Has No Borders	CO	\$217,462	Board Member	\$23,372	\$23,372	2024
Touching Africa Ministries	CO	\$216,525	President	\$7,150	\$7,361	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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	35 organizations. Compensation range \$7,361–\$172,447; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$309,910); for reference, expenses \$309,736 and assets \$126,396.
ROLE MATCH	Aicha Fofana, reported title " <i>Director</i> ", 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.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	31 st
Total compensation (D + F), as reported (no adjustments)	31 st
Reportable pay only (column D), adjusted	34 th
All sources (D + E + F), adjusted	31 st

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 (Aicha Fofana) 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 35 similarly situated organizations (Same NTEE sector (P20) + CO + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$32,640 is reasonable (approximately the 31st 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.