

Arizona Faith And Families

Executive Director / CEO

EIN 461606244

AZ · NTEE P31

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Nichole Lehman, Executive Director / CEO** (\$40,758) against **every comparable organization** that fit the selection criteria — **38** 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: Nichole Lehman — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (P31).

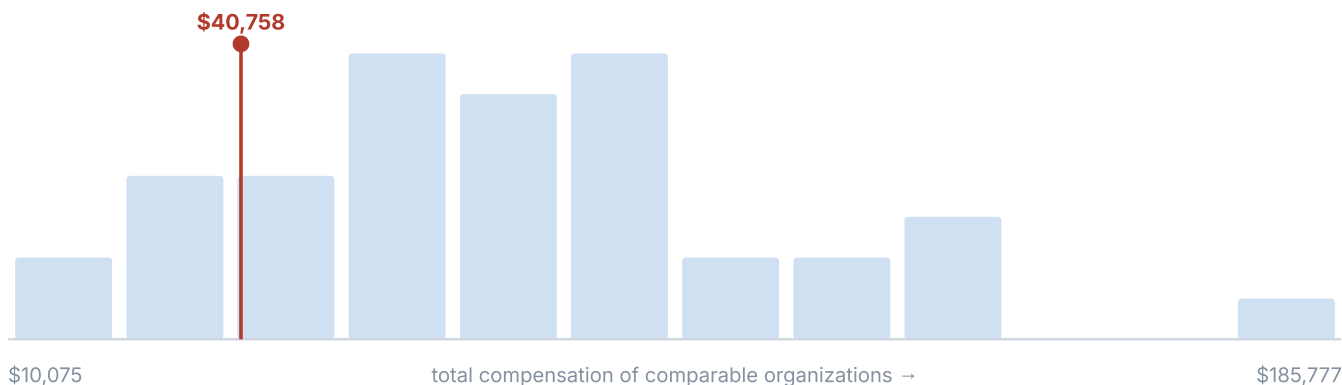
BUDGET Total revenue between \$263,892 and \$590,803 — 0.67x to 1.50x the subject's \$393,869 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P31), nationwide + budget 0.67–1.5x revenue.

38 organizations qualified on sector, size, and geography

→ **38** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$29,948	\$52,193	\$74,901	\$92,369	\$127,019	\$40,758
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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 AZ 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
Hannahs Hope Inc	TN	\$396,568	Executive Director	\$97,924	\$107,028	2024
Connecting Hearts Inc	WY	\$397,204	Chairman	\$68,467	\$78,485	2023
Hope That Binds Inc	KY	\$419,044	Executive Director	\$26,443	\$30,413	2023
Hopeful Hearts Foundation Inc	KY	\$422,104	Executive Director	\$73,000	\$83,959	2023
Amazing Grace Adoptions	NC	\$364,118	Vp/secretary	\$85,040	\$91,366	2024
World Links Association Inc	PA	\$361,410	Executive Director	\$49,004	\$50,813	2024
Mission 823 Inc	FL	\$361,189	President	\$61,198	\$59,779	2024
Reece's Rainbow Inc	WI	\$361,078	Treasurer	\$54,755	\$59,460	2024
Agape Adoptions	WA	\$354,364	Executive Director	\$71,400	\$68,432	2023
Adoption & Beyond Inc	KS	\$352,267	Executive Director	\$44,040	\$49,472	2024
Holy Family Services Adoption And Foster	CA	\$437,239	Executive Director	\$99,740	\$92,199	2023
Bucksport Area Child Care Center	ME	\$444,530	Executive Di	\$26,649	\$27,747	2024
Beacon House Adoption Services Inc	LA	\$446,208	Program/finance Director	\$60,500	\$71,316	2023
Hope Adoption Inc	TX	\$328,875	Executive Director	\$84,510	\$87,901	2024
Adoption Dreams Come True Inc	CO	\$327,293	Adct Exec Direc	\$92,700	\$92,426	2024
Hopscotch Adoptions Inc	NC	\$460,751	Executive Director	\$76,223	\$81,893	2024
Elijah Foundation	IL	\$322,750	President	\$30,000	\$30,667	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Applewhite Adoptions	SC	\$317,771	Director	\$114,650	\$124,368	2024
Children Of The World Inc	AL	\$314,548	Executive Di	\$24,958	\$28,864	2023
Little Ones Ministries Inc	OK	\$307,599	Ceo/board Member	\$49,200	\$56,332	2024
Alternatives In Motion Inc	TX	\$306,580	Ceo	\$90,303	\$93,926	2024
The Zoe Foundation	MO	\$304,475	Board Member/pastor	\$121,017	\$137,214	2023
Open Door Adoption Services	MI	\$298,537	Chief Admini	\$61,074	\$65,548	2024
Korean Adoptees Ministry Center	MN	\$294,804	Executive Director	\$23,057	\$23,690	2024
Georgia Adoption Specialists Inc	GA	\$495,400	Key Employee	\$177,692	\$185,777	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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	38 organizations. Compensation range \$10,075–\$185,777; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$393,869); for reference, expenses \$452,302 and assets \$27,409.
ROLE MATCH	Nichole Lehman, reported title <i>"Executive Director"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
OUTLIERS	1 peer 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	16 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 (Nichole Lehman) 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 38 similarly situated organizations (Same NTEE sector (P31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$40,758 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 9, 2026.