

# Keene Serenity Center Inc

Executive Director / CEO

EIN 463123664

NH · NTEE F22

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Sam Lake, Executive Director / CEO** (\$63,888) against **every comparable organization** that fit the selection criteria — **66** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **48<sup>th</sup>** percentile of comparable organizations within the typical range

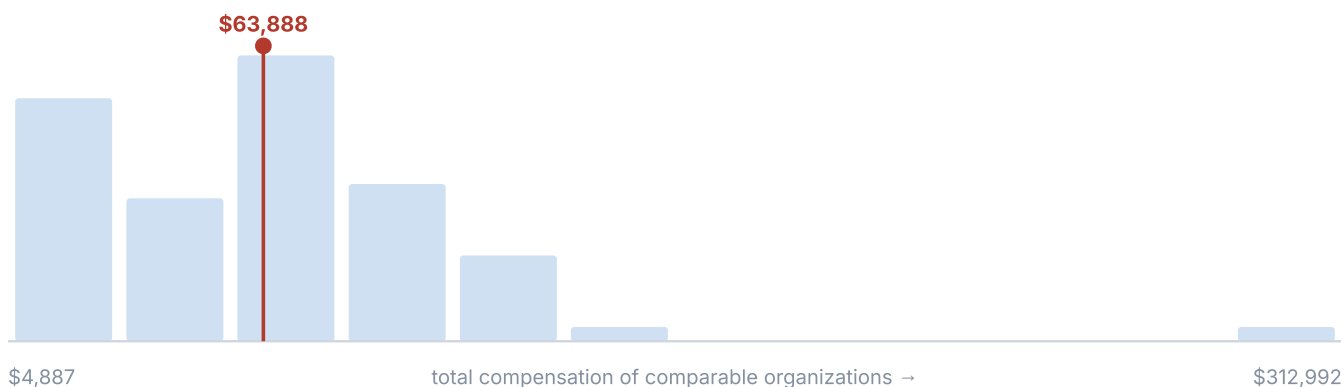
**Benchmarked executive:** Sam Lake — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F22).
BUDGET	Total revenue between \$282,285 and \$631,983 — 0.67x to 1.50x the subject's \$421,322 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F22), nationwide + budget 0.67–1.5x revenue.

**66** organizations qualified on sector, size, and geography → **66** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$17,517	\$29,516	\$68,841	\$88,061	\$109,294	\$63,888
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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 NH 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="#">Solus Christus Inc</a>	NC	\$422,724	Executive Di	\$62,000	<b>\$69,379</b>	2024
<a href="#">Addict li Athlete</a>	UT	\$418,827	Director And Officer	\$80,288	<b>\$88,993</b>	2024
<a href="#">Sarasota Addiction Recovery Assistance Inc</a>	FL	\$428,021	President	\$42,000	<b>\$43,993</b>	2023
<a href="#">Be The Bush Ministries</a>	TN	\$430,427	Executive Director	\$43,600	<b>\$49,633</b>	2024
<a href="#">Alcoholics Anonymous Cleveland Dist</a>	OH	\$411,140	Secretary/tr	\$72,200	<b>\$85,264</b>	2023
<a href="#">Treatment Communities Of America</a>	DC	\$408,833	Executive Di	\$137,500	<b>\$130,675</b>	2024
<a href="#">Victory Family Outreach Ministries</a>	TX	\$407,627	Trustee	\$24,339	<b>\$27,146</b>	2023
<a href="#">Will Work For Recovery</a>	MN	\$436,741	President	\$116,981	<b>\$128,881</b>	2023
<a href="#">Indian Neighborhood Club On</a>	MN	\$403,878	Executive Dir.	\$94,996	<b>\$101,657</b>	2024
<a href="#">Acacia Counseling Inc</a>	CO	\$451,559	President	\$57,595	<b>\$59,810</b>	2024
<a href="#">A Place Of Restoration</a>	LA	\$456,923	Director	\$59,085	<b>\$70,460</b>	2024
<a href="#">Northwest Network Btlg Survivors Abuse0</a>	WA	\$457,014	Executive Dir.	\$322,801	<b>\$312,992</b>	2024
<a href="#">Turning Point Recovery Residence</a>	TN	\$382,694	Secretary	\$60,700	<b>\$71,141</b>	2023
<a href="#">The Etheridge Foundation</a>	CA	\$463,479	Executive Director	\$96,500	<b>\$90,244</b>	2024
<a href="#">Darp Inc</a>	OK	\$468,439	President	\$80,600	<b>\$93,639</b>	2025
<a href="#">Liberation Institute</a>	HI	\$468,990	Clincial Director	\$41,215	<b>\$39,963</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Aaron B Lackey Ministries</a>	GA	\$470,460	President	\$26,000	<b>\$29,149</b>	2023
<a href="#">Grants Pass Sobering Center Inc</a>	OR	\$370,463	Executive Director	\$17,105	<b>\$17,711</b>	2023
<a href="#">Alano Club Of Kent County</a>	MI	\$363,081	Executive Di	\$70,850	<b>\$79,199</b>	2024
<a href="#">Kanawha Valley Fellowship Home Inc</a>	WV	\$480,927	Executive Director	\$58,738	<b>\$70,911</b>	2023
<a href="#">Reaching Everyone In Distress Foundation Inc</a>	OH	\$361,388	Board Member	\$5,000	<b>\$5,735</b>	2024
<a href="#">Simple Promise Farms</a>	TX	\$360,356	Executive Dir.	\$35,000	<b>\$37,917</b>	2024
<a href="#">Turning Point Evaluation Inc</a>	IA	\$483,893	Member	\$93,575	<b>\$110,962</b>	2024
<a href="#">Greater Nashua Council On Alcoholism</a>	NH	\$356,438	President & Ceo (End 10/2022)	\$34,771	<b>\$35,798</b>	2023
<a href="#">The Women's Shelter</a>	SC	\$356,124	Executive Di	\$66,265	<b>\$74,868</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NH 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 NH 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	66 organizations. Compensation range \$4,887–\$312,992; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$421,322); for reference, expenses \$405,444 and assets \$120,585.
ROLE MATCH	Sam Lake, reported title "EXECUTIVE DIRECTOR", 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	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	48 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	55 <sup>th</sup>
Reportable pay only (column D), adjusted	50 <sup>th</sup>
All sources (D + E + F), adjusted	44 <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 (Sam Lake) 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 66 similarly situated organizations (Same NTEE sector (F22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$63,888 is reasonable (approximately the 48<sup>th</sup> 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.