

The Oasis Center

Executive Director / CEO

This analysis benchmarks the total compensation of **Edgar M Lee, Executive Director / CEO** (\$24,115) against **every comparable organization** that fit the selection criteria — **51** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **22nd** percentile of comparable organizations below the typical range for comparable organizations

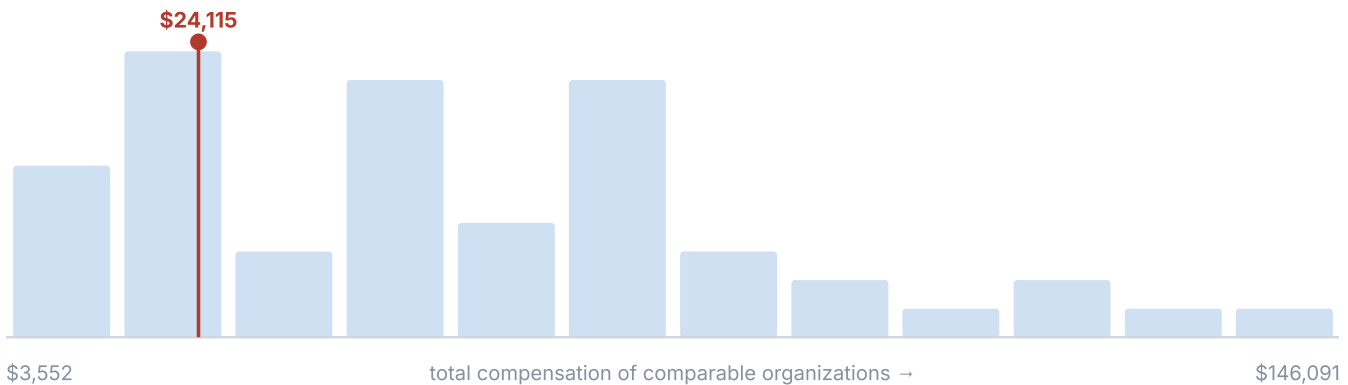
Benchmarked executive: Edgar M Lee — reported title “Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$169,214 and \$378,838 — 0.67x to 1.50x the subject's \$252,559 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + TX + budget 0.67–1.5x revenue.

51 organizations qualified on sector, size, and geography → **51** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,735	\$24,630	\$49,418	\$67,950	\$96,939	\$24,115
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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 TX 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
And Then A New Day	TX	\$257,633	Executive Dir.	\$65,000	\$66,920	2023
Amarillo Area Mental Health	TX	\$246,960	Executive Di	\$50,230	\$50,230	2024
Turner Leadership Strategies Inc	TX	\$246,470	President	\$43,409	\$44,691	2023
S A Heals	TX	\$259,654	President	\$30,000	\$30,886	2023
Kingdom Servants Inc	TX	\$244,775	Director/chairm	\$141,900	\$146,091	2023
The Coming Home Project	TX	\$262,355	Executive Dir.	\$16,000	\$16,473	2023
Outer Court Ministries Inc	TX	\$264,120	President	\$12,816	\$13,735	2022
Institute For Liberal Values	TX	\$264,902	Treasurer	\$20,000	\$20,000	2024
Familias Triunfadoras Inc	TX	\$238,486	Part Time Employee	\$12,500	\$12,869	2023
Possum Kingdom Lake Volunteer Fire	TX	\$237,087	Treasurer	\$11,800	\$11,800	2024
New Life For A New Generation	TX	\$235,533	President &	\$24,000	\$24,709	2023
Wings Of Blessing	TX	\$272,552	Director	\$48,000	\$48,000	2024
Bluebirds Hope Inc	TX	\$275,551	Ceo/board President	\$82,000	\$82,000	2024
Cmtm-children Matter The Most - Family Life Center	TX	\$276,484	Case Management Director	\$39,130	\$39,130	2024
Beaumont Dream Center	TX	\$278,394	Operations Director	\$25,962	\$26,729	2023
Global Pendulum Inc	TX	\$278,972	Director	\$64,375	\$64,375	2024
El Paso Civic Education Organization	TX	\$279,518	Lead Organizer	\$111,273	\$114,560	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Lila Lane Outreach	TX	\$225,282	Executive Director	\$48,000	\$49,418	2023
Free The Captives	TX	\$222,896	Executive Dir.	\$51,754	\$53,283	2023
Crisis Intervention Of Houston Incorporated	TX	\$220,297	Executive Director	\$70,000	\$72,068	2023
Circle Of Hope Community Center	TX	\$219,688	Executive Director	\$45,000	\$45,000	2024
Citychurch Outreach Ministry Mckinney	TX	\$285,475	President	\$23,931	\$23,931	2024
Michael Rowan Ministries Inc	TX	\$218,704	President	\$96,939	\$96,939	2024
Daughters Of The Most High God	TX	\$218,340	Chief Executive	\$65,000	\$66,920	2023
Ebby Halliday Foundation	TX	\$216,943	Chairman	\$50,000	\$50,000	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	51 organizations. Compensation range \$3,552–\$146,091; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$252,559); for reference, expenses \$260,298 and assets \$46,348.
ROLE MATCH	Edgar M Lee, 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 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	22 nd
Total compensation (D + F), as reported (no adjustments)	25 th
Reportable pay only (column D), adjusted	25 th
All sources (D + E + F), adjusted	22 nd

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 (Edgar M Lee) 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 13, 2026, comparing compensation against 51 similarly situated organizations (Same NTEE sector (P20) + TX + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,115 is reasonable (approximately the 22nd 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 13, 2026.