

Helping The Behaviorally Challenging

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Debra Ann Afarian, Executive Director / CEO** (\$30,000) against **every comparable organization** that fit the selection criteria — **43** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **44th** percentile of comparable organizations within the typical range

Benchmarked executive: Debra Ann Afarian — reported title "PRESIDENT AND CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (P80).

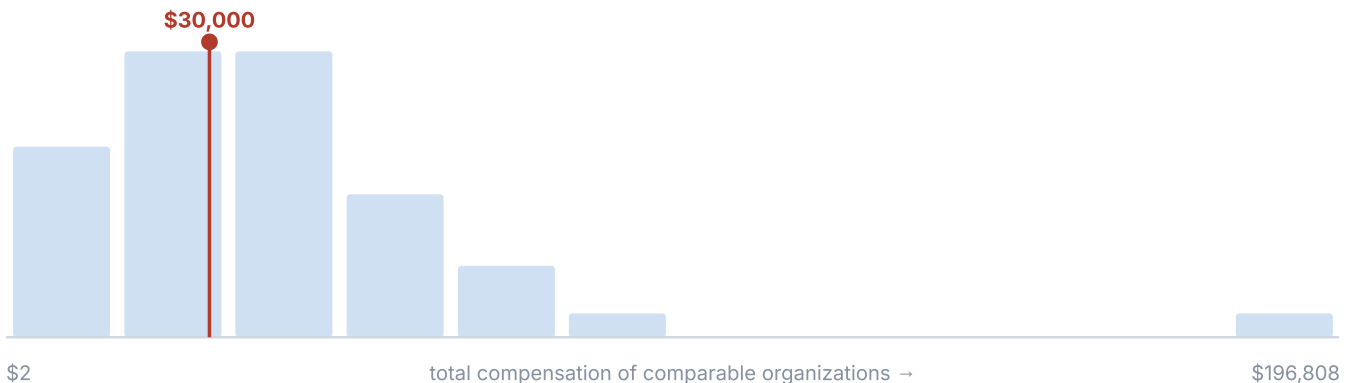
BUDGET Total revenue between \$59,705 and \$133,668 — 0.67x to 1.50x the subject's \$89,112 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P80), nationwide + budget 0.67–1.5x revenue.

43 organizations qualified on sector, size, and geography

→ **43** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,403	\$18,895	\$33,586	\$51,846	\$67,375	\$30,000
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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 CA 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
Valley Of The Sun School Properties One	AZ	\$88,981	Board Member	\$18,515	\$20,621	2024
Woods Foundation Of New Jersey Inc	NJ	\$89,961	Treasurer	\$30,458	\$32,423	2023
The Pavilion At Brookmeade Inc	NY	\$85,976	Administrato/ Ceo	\$42,427	\$45,710	2023
Stonebridge Movin' Out Inc	WI	\$84,998	Ceo	\$16,577	\$20,642	2023
On With Life Supportive Housing Cor	IA	\$83,893	Exec Directo	\$33,703	\$43,998	2023
Neurostrong Wellness And Fitness	TX	\$94,461	President	\$21,184	\$24,540	2024
Beans And Rice Inc	VA	\$83,362	Executive Director	\$40,000	\$44,727	2024
Wood County Village Inc	OH	\$82,210	President/ceo	\$44,493	\$56,186	2023
California Teachers Association Disaster	CA	\$82,148	Trustee	\$63,523	\$63,523	2024
Maxcen Housing Society Inc Wisconsin Branch	WI	\$81,836	Ceo	\$5,188	\$6,275	2024
Love On 4 Paws Inc	CA	\$97,619	Admin Assistant	\$18,175	\$18,175	2024
Smart Women Smart Money Educational Foundation	IL	\$98,289	President	\$29,500	\$33,586	2024
White Oak Housing Foundation	CA	\$98,433	Ceo	\$61,000	\$62,802	2023
Webster Street Ii Inc	MA	\$79,081	President And Ceo	\$63,709	\$68,258	2023
I Am That Woman Movement Inc Nfp	IL	\$101,531	Ceo And Founder	\$1,099	\$1,288	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Muggsy Bogues Family Foundation	NC	\$76,312	Executive Dir.	\$33,200	\$40,901	2023
The Youth And Family Alternatives Inc	FL	\$76,176	Chief Executive Officer	\$18,030	\$19,615	2024
Rise Together Ministries	MO	\$73,112	Director	\$28,800	\$36,369	2023
Homewerks Np	CA	\$105,454	President	\$35,640	\$35,640	2024
Just Keep Smiling Inc	AL	\$69,842	Founder/dire	\$2,400	\$3,091	2023
Trpil	PA	\$108,521	Ceo	\$19,158	\$22,125	2024
Friends Of Gwinnett County Seniors Services Inc	GA	\$69,043	Director	\$2	\$2	2023
Shreveport Independent Living Inc	LA	\$109,583	President/ceo	\$21,418	\$27,312	2024
Nami Athens Ohio	OH	\$68,490	Exec Director	\$38,730	\$47,505	2024
West Street Corporation	MA	\$68,223	President And Ceo	\$63,709	\$68,258	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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	43 organizations. Compensation range \$2–\$196,808; filing years 2022–2024.
SIZE BASIS	Matched on total revenue (\$89,112); for reference, expenses \$89,036 and assets \$2,211,972.
ROLE MATCH	Debra Ann Afarian, reported title " <i>PRESIDENT AND CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 18 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	44 th
Total compensation (D + F), as reported (no adjustments)	51 st
Reportable pay only (column D), adjusted	67 th
All sources (D + E + F), adjusted	26 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 (Debra Ann Afarian) 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 43 similarly situated organizations (Same NTEE sector (P80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$30,000 is reasonable (approximately the 44th 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.