

Advocates For Massachusetts Charter

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Danielle Pape, Executive Director / CEO** (\$9,266) against **every comparable organization** that fit the selection criteria — **89** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **18th** percentile of comparable organizations below the typical range for comparable organizations

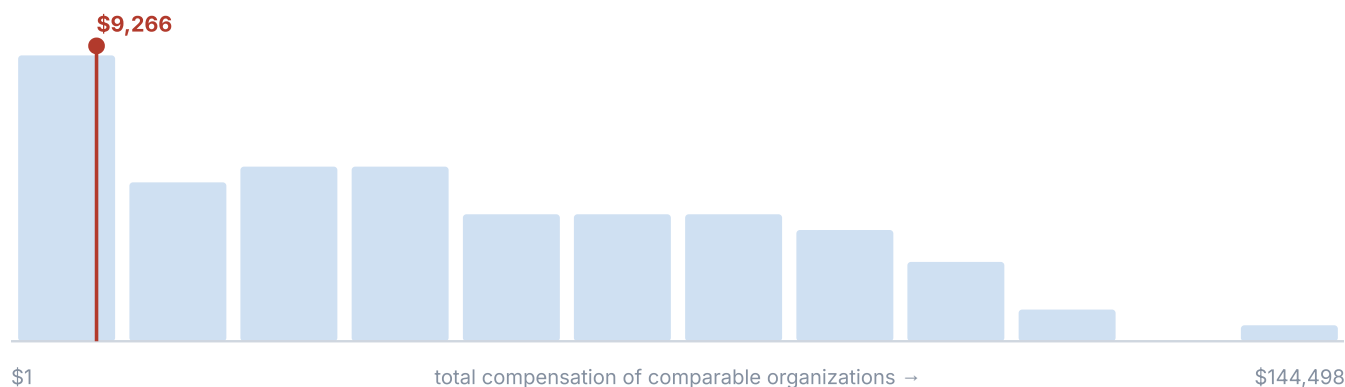
Benchmarked executive: Danielle Pape — reported title "CLERK", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q30).
BUDGET	Total revenue between \$134,000 and \$300,000 — 0.67x to 1.50x the subject's \$200,000 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q30), nationwide + budget 0.67–1.5x revenue.

89 organizations qualified on sector, size, and geography → **89** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$5,789	\$18,593	\$39,498	\$72,808	\$93,465	\$9,266
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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 MA 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
Orphans International Helpline	MI	\$199,233	President	\$48,000	\$56,763	2023
Families Mentoring Families	UT	\$200,946	President	\$18,000	\$20,501	2024
For The Love Of Mateo Inc	MO	\$198,616	Edwards	\$6,337	\$7,469	2024
Bridging Hope Inc	CO	\$202,194	Founder Ed	\$37,110	\$39,599	2024
Pimentel Project Inc	NC	\$203,239	Executive Secretary	\$15,996	\$18,936	2023
The Rose International Fund For Children	WA	\$204,515	Executive Director/president	\$7,307	\$7,495	2023
Creative Women Of The World Inc	IN	\$205,034	Executive Dir.	\$43,677	\$51,257	2024
Mae El Salvador	OH	\$205,761	Cofounder	\$20,968	\$25,444	2023
Sweetwater Outreach Inc	AL	\$206,358	Coo	\$18,000	\$21,640	2024
The Medical Centers Of West Africa Inc	LA	\$206,663	Team Leader	\$55,800	\$70,395	2023
Every Tribe International	CO	\$192,674	Executive Director	\$70,000	\$74,694	2024
Serving Our Neighbor International	MI	\$207,383	Vice President	\$16,187	\$18,593	2024
Key Of Hope	MI	\$192,227	President	\$4,000	\$4,594	2024
Capacitar Inc	CA	\$208,079	Executive Dir.	\$102,354	\$98,354	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Advocates For Africa's Children	WA	\$208,526	Pres, Exec D	\$31,038	\$30,924	2024
American Pakistan Foundation	DC	\$208,528	Director Of Operations	\$118,775	\$115,988	2024
Vietnamese American Nongovernmental	CA	\$209,651	President	\$30,500	\$30,174	2023
Athanatos World Inc	CO	\$210,132	Executive Director	\$135,417	\$144,498	2024
Pinetree Aid	CA	\$211,036	President	\$24,500	\$23,543	2024
Children At Heart Adoption Svcs Inc	NC	\$187,892	President	\$50,400	\$57,952	2024
Friends Of The Third World Inc	IN	\$187,426	President/administrative Coordinator	\$3,200	\$3,755	2024
Hope For Our Sisters Inc	MA	\$212,996	President And Director	\$10,000	\$10,717	2022
Women To The World Inc	GA	\$186,095	President	\$22,800	\$26,265	2023
The Alta Project	WA	\$215,385	Executive Dir.	\$30,770	\$31,562	2023
Living Hope Ministries In Haiti Inc	OH	\$216,615	Presient	\$6,770	\$8,215	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 **89** organizations. Compensation range \$1–\$144,498; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$200,000); for reference, expenses \$277,236 and assets \$299,077.

ROLE MATCH Danielle Pape, reported title "CLERK", 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 2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	18 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	99 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 (Danielle Pape) 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 89 similarly situated organizations (Same NTEE sector (Q30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$9,266 is reasonable (approximately the 18th 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.