

# Answers For Life

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Kathryn Arizmendi, Executive Director / CEO** (\$28,347) against **every comparable organization** that fit the selection criteria — **183** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **15<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

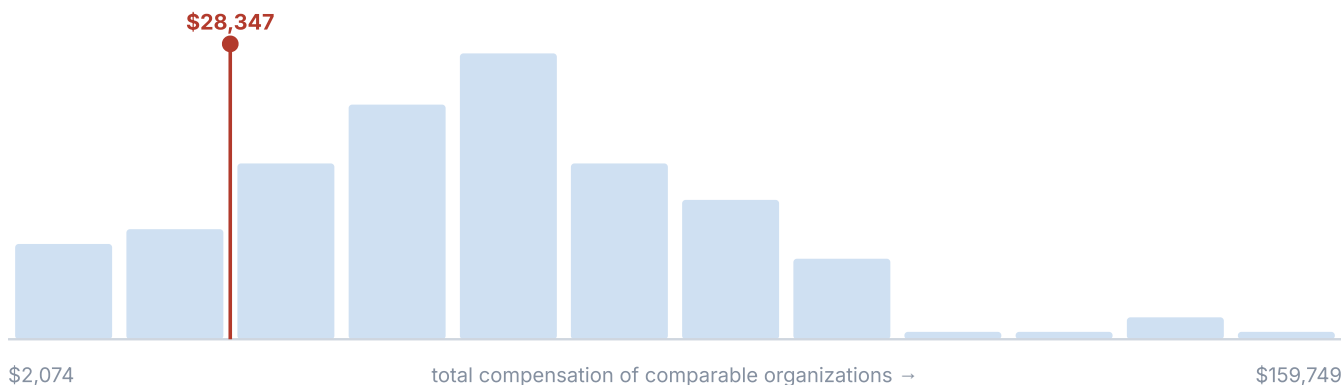
**Benchmarked executive:** Kathryn Arizmendi — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P40).
BUDGET	Total revenue between \$225,556 and \$504,978 — 0.67x to 1.50x the subject's \$336,652 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P40), nationwide + budget 0.67–1.5x revenue.

**183** organizations qualified on sector, size, and geography → **183** within the band from the benchmarked peer set.

## Distribution of comparable compensation



\$21,117	\$37,723	\$57,915	\$75,916	\$92,021	\$28,347
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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
<a href="#">The Circle Family Center</a>	CA	\$336,461	Director	\$45,677	<b>\$41,012</b>	2024
<a href="#">The Children And Family Connection</a>	AL	\$335,749	Executive Director	\$49,737	<b>\$55,871</b>	2024
<a href="#">The Nest Frsc</a>	WA	\$335,588	Ceo	\$7,183	<b>\$6,687</b>	2024
<a href="#">Beyond Pregnancy Care Inc</a>	FL	\$338,985	Executive Director	\$70,542	<b>\$68,906</b>	2024
<a href="#">Union Station Of Logan County</a>	OH	\$333,760	Director	\$46,679	<b>\$52,927</b>	2023
<a href="#">Lumpkin County Family Connection</a>	GA	\$339,834	Exec Directo	\$43,607	<b>\$44,416</b>	2025
<a href="#">Family Focus Christian Counseling Inc</a>	CA	\$332,979	Executive Dir.	\$22,085	<b>\$20,415</b>	2023
<a href="#">Babe Whitley County Inc</a>	IN	\$330,059	Executive Director	\$34,337	<b>\$37,652</b>	2024
<a href="#">Leon County Domestic Violence Advocates Inc</a>	TX	\$328,270	Program Director	\$80,775	<b>\$86,498</b>	2023
<a href="#">Hoke Domestic Violence &amp; Sexual Assault Center Inc</a>	NC	\$327,270	Executive Director	\$24,433	<b>\$26,251</b>	2024
<a href="#">Texas Community Counseling</a>	TX	\$347,313	Executive Director	\$7,318	<b>\$7,612</b>	2024
<a href="#">The Guiding Star Project</a>	MN	\$325,440	Ceo	\$30,000	<b>\$31,733</b>	2023
<a href="#">James Samaritan</a>	LA	\$348,641	Executive Director	\$45,000	<b>\$51,523</b>	2024
<a href="#">African Girls Hope Foundation Inc</a>	GA	\$348,994	President	\$32,750	<b>\$35,251</b>	2023
<a href="#">Mary's Choices Inc</a>	KS	\$323,914	Executive Director	\$40,655	<b>\$45,669</b>	2024
<a href="#">Angels On Patrol Inc</a>	AZ	\$350,851	Executive Director	\$73,591	<b>\$75,765</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">East Gate Ministries</a>	VA	\$352,857	President / Director	\$97,883	<b>\$101,174</b>	2023
<a href="#">Foundation Restoration Inc</a>	NC	\$319,339	Chief Executive Officers	\$58,416	<b>\$64,615</b>	2023
<a href="#">Link Inc</a>	IA	\$318,577	Executive Director	\$49,410	<b>\$57,915</b>	2023
<a href="#">Tates Place</a>	TX	\$318,493	President/ceo	\$23,000	<b>\$23,923</b>	2024
<a href="#">Grace Beyond Borders Nwi Inc</a>	IN	\$354,953	Executive Director	\$27,667	<b>\$31,234</b>	2023
<a href="#">Mid Shore Community Mediation</a>	MD	\$355,111	Executive Di	\$59,375	<b>\$59,424</b>	2023
<a href="#">United Families Nonprofit Corporation</a>	SD	\$355,352	Executive Director	\$28,219	<b>\$32,383</b>	2024
<a href="#">Village-connect Inc</a>	CA	\$355,988	Executive Dir.	\$74,250	<b>\$68,636</b>	2023
<a href="#">Raising Readers In Story County</a>	IA	\$317,301	Executive Director	\$71,338	<b>\$79,126</b>	2025

**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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 183 organizations. Compensation range \$2,074–\$159,749; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$336,652); for reference, expenses \$612,911 and assets \$846,239. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

**ROLE MATCH** Kathryn Arizmendi, 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	4 peers 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	15 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	16 <sup>th</sup>
Reportable pay only (column D), adjusted	17 <sup>th</sup>
All sources (D + E + F), adjusted	15 <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 (Kathryn Arizmendi) 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 183 similarly situated organizations (Same NTEE sector (P40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$28,347 is reasonable (approximately the 15<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.