

# Christian Mission Aid Inc

Executive Director / CEO

EIN 470710130

MI · NTEE Q330

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Debra Kitchel, Executive Director / CEO** (\$94,000) against **every comparable organization** that fit the selection criteria — **251** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Debra Kitchel — reported title “CEO/Secretary”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

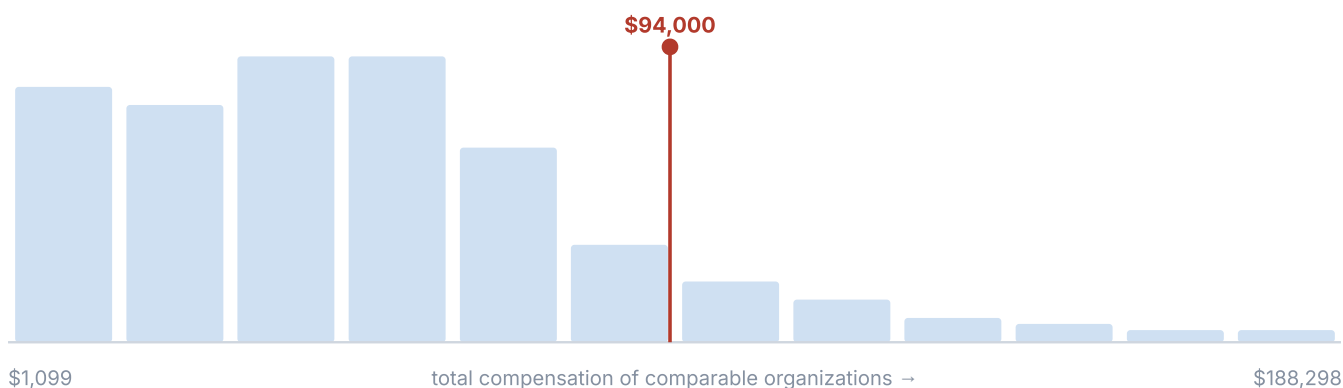
**SECTOR** Organizations sharing the subject's NTEE classification (Q330).

**BUDGET** Total revenue between \$308,752 and \$691,237 — 0.67x to 1.50x the subject's \$460,825 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (Q33), nationwide + budget 0.67–1.5x revenue.

**251** organizations qualified on sector, size, and geography → **251** within the band from the benchmarked peer set.

## Distribution of comparable compensation



\$10,335	\$26,359	\$46,812	\$67,922	\$97,203	\$94,000
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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 MI 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="#">International Alliance For Mercy Inc</a>	VA	\$459,996	Executive Director	\$59,662	<b>\$55,811</b>	2024
<a href="#">Children's Fellowship Of India Inc</a>	PA	\$458,750	Executive Di	\$80,767	<b>\$78,033</b>	2024
<a href="#">Braveheart Ministries Inc</a>	TX	\$456,807	President	\$135,865	<b>\$131,672</b>	2024
<a href="#">Vision Of Community Fellowship Inc</a>	WA	\$465,179	President	\$72,000	<b>\$64,298</b>	2023
<a href="#">Hearts2honduras Inc</a>	TN	\$454,047	Vice President Of Operations	\$45,800	<b>\$48,020</b>	2023
<a href="#">Utah Friends Of Amar International</a>	UT	\$468,483	Executive Director And Treasurer	\$30,000	<b>\$29,747</b>	2024
<a href="#">Rising Worldwide</a>	CA	\$451,651	Ceo	\$81,153	<b>\$69,897</b>	2023
<a href="#">Franciscan Works</a>	IL	\$451,416	Executive Director	\$53,385	<b>\$50,848</b>	2024
<a href="#">Lanna Foundation</a>	CA	\$471,922	Director	\$31,534	<b>\$25,701</b>	2025
<a href="#">Upstream International Inc</a>	TX	\$449,415	President	\$104,630	<b>\$101,401</b>	2024
<a href="#">People Of Peru Project</a>	WA	\$472,758	Chairman	\$67,143	<b>\$58,240</b>	2024
<a href="#">Every Nation Education Inc</a>	NC	\$473,249	Ceo	\$12,360	<b>\$12,373</b>	2024
<a href="#">Daybreak Development Corporation</a>	GA	\$474,885	President	\$21,900	<b>\$21,964</b>	2023
<a href="#">Walk In The Light International</a>	WA	\$475,048	Executive Director	\$36,000	<b>\$31,227</b>	2024
<a href="#">Hosean International Ministries Inc</a>	AR	\$475,134	President	\$48,000	<b>\$53,817</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Chain Collaborative Inc</a>	PA	\$475,641	Executive Dir.	\$36,400	<b>\$36,207</b>	2023
<a href="#">Alliance Care Now</a>	VA	\$476,844	Founder Ceo	\$138,462	<b>\$129,525</b>	2024
<a href="#">Honduras Compassion Partners Inc</a>	MD	\$477,734	Secretary	\$32,077	<b>\$29,054</b>	2024
<a href="#">Partners For Andean Community Health Inc</a>	CT	\$477,950	Executive Director	\$14,400	<b>\$13,467</b>	2023
<a href="#">The Christina Noble Foundation Of</a>	FL	\$443,477	Board Member	\$57,000	<b>\$51,878</b>	2024
<a href="#">Gap Missions Ministries Inc</a>	GA	\$478,813	Director Missionary	\$57,638	<b>\$57,806</b>	2023
<a href="#">Ministry Builders Inc</a>	TX	\$478,932	President/director	\$44,778	<b>\$43,396</b>	2024
<a href="#">Remote Aid International Inc</a>	FL	\$480,684	Ceo	\$65,581	<b>\$59,688</b>	2024
<a href="#">Kgsa Foundation</a>	CO	\$440,920	Executive Director	\$68,455	<b>\$65,473</b>	2023
<a href="#">Restoring Hope Nepal</a>	MT	\$480,850	Executive Director	\$14,400	<b>\$15,482</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT **251** organizations. Compensation range \$1,099–\$188,298; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$460,825); for reference, expenses \$446,029 and assets \$520,296.

ROLE MATCH	Debra Kitchel, reported title " <i>CEO/Secretary</i> ", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	89 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	86 <sup>th</sup>
Reportable pay only (column D), adjusted	86 <sup>th</sup>
All sources (D + E + F), adjusted	87 <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 (Debra Kitchel) 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 251 similarly situated organizations (Same NTEE sector (Q33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$94,000 is reasonable (approximately the 89<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.