

Family Biz Builder

Executive Director / CEO

EIN 471483063
 MS · NTEE B90
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Peggie A Henderson, Executive Director / CEO** (\$19,500) against **every comparable organization** that fit the selection criteria — **200** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **29th** percentile of comparable organizations within the typical range

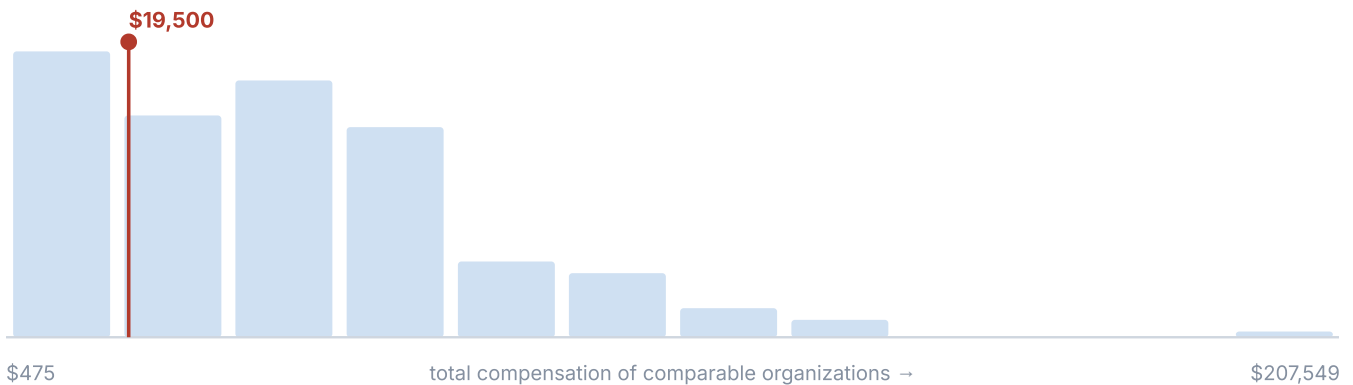
Benchmarked executive: Peggie A Henderson — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

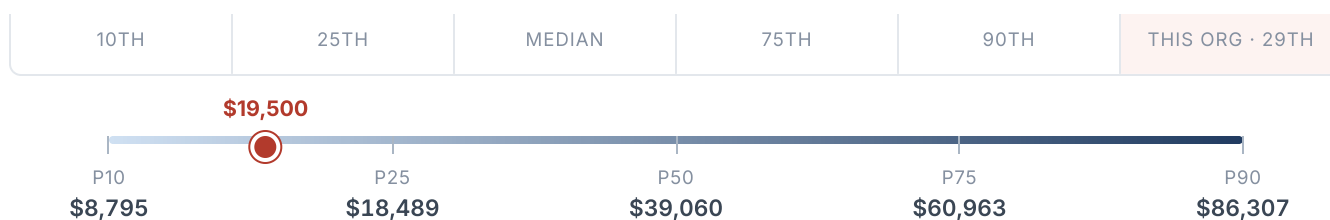
SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$107,203 and \$240,007 — 0.67x to 1.50x the subject's \$160,005 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

200 organizations qualified on sector, size, and geography → **200** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,795	\$18,489	\$39,060	\$60,963	\$86,307	\$19,500
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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 MS 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
Cfg Newco Inc	NY	\$159,797	Executive Director	\$10,585	\$8,588	2024
Southwest Education Alliance Inc	NC	\$160,825	Secretary	\$70,000	\$63,268	2025
Integral Steps Inc	CO	\$159,090	Ex Officio, Interim Executive Director	\$8,890	\$7,654	2024
Michigan Interscholastic Press	MI	\$161,452	Executive Director	\$8,100	\$7,507	2024
Cookeville Children's Theatre	TN	\$161,646	Artistic Director	\$31,105	\$30,224	2023
Creating Positive Relationships Inc	IN	\$157,232	Executive Director	\$52,428	\$48,362	2025
School Mindfulness Project	PA	\$156,248	Founder/ceo	\$54,545	\$50,281	2023
Milwaukee Women Inc	WI	\$163,861	External Engagement	\$62,100	\$59,951	2023
Family Learning Solutions Inc Co Lori S Melman	MD	\$164,514	Founder & Executive Director	\$50,000	\$41,971	2024
Chinese Language School Of Connecticut	CT	\$165,299	Academic Director	\$20,000	\$16,837	2024
Youth Of The Diaspora	MD	\$154,314	Co Founder	\$21,380	\$17,947	2024
The Ana Grace Project Inc	CT	\$153,958	Executive Director	\$65,000	\$56,337	2023
Wonder Institute	WY	\$153,430	Director Of Wonder Lab	\$91,875	\$90,943	2023
The Fairlight Foundation		\$167,559	Executive Director	\$47,174	\$48,567	2023
Ihsaa Foundation Inc	IN	\$168,393	President	\$30,377	\$29,612	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Akademia Jana Pawla li - Polish	NJ	\$151,444	Director	\$5,600	\$4,489	2024
laapa Foundation	FL	\$151,115	President And Ceo	\$41,231	\$35,805	2023
Women Empowering Nations Inc	OK	\$150,850	Executive Director	\$66,995	\$66,236	2024
Taos Institute	OH	\$171,029	President	\$8,010	\$7,843	2023
Claremont Senior Center Inc	NH	\$171,140	Executive Director	\$20,010	\$16,589	2024
Offering Alternative Therapy With Smiles	MI	\$171,225	Executive Director	\$37,000	\$35,303	2023
New Leaf Collaborative	CA	\$148,557	Executive Director	\$12,300	\$9,818	2023
Whats Your Forte Foundation	AZ	\$171,585	Executive Dir.	\$80,000	\$69,080	2024
The Machon Inc	MD	\$148,077	Director	\$22,566	\$18,942	2024
The Dental Health Theatre Inc	MO	\$148,037	Co-executive Director	\$42,750	\$41,856	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MS 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 MS 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 **200** organizations. Compensation range \$475–\$207,549; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$160,005); for reference, expenses \$144,228 and assets \$59,978.

ROLE MATCH	Peggie A Henderson, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	17 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	29 th
Total compensation (D + F), as reported (no adjustments)	22 nd
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	24 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 (Peggie A Henderson) 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 200 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,500 is reasonable (approximately the 29th 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.