

COMPENSATION COMPARABILITY DETERMINATION

Dames And Knights Of The Order Of Malta Medical And Dental Clinic Of

EIN 472493707

MI · NTEE E32

FY ending 2023-12-31

June 10, 2026

Executive Director / CEO

This analysis benchmarks the total compensation of **Nancy Harmon, Executive Director / CEO** (\$70,000) against **every comparable organization** that fit the selection criteria — **85** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **61st** percentile of comparable organizations

within the typical range

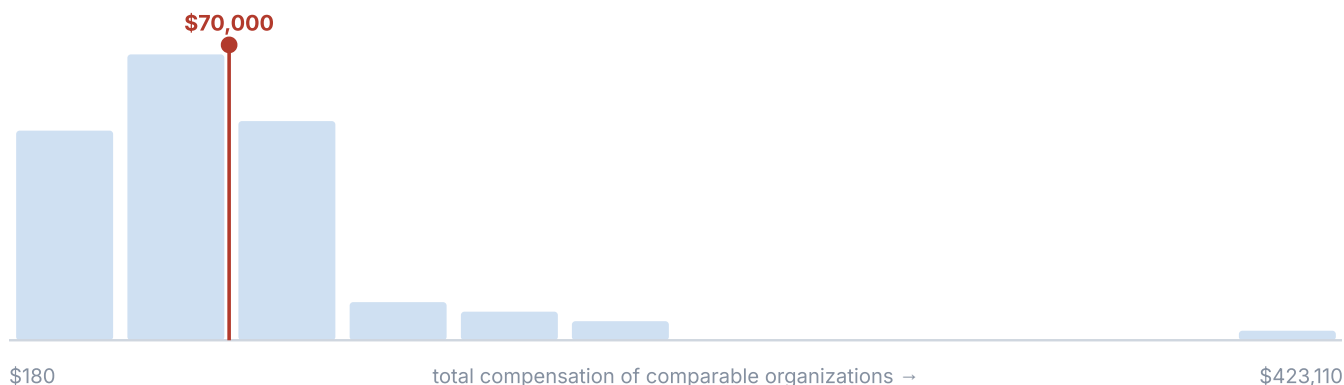
Benchmarked executive: Nancy Harmon — reported title “director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

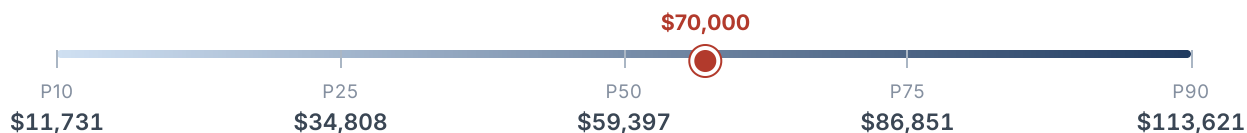
SECTOR	Organizations sharing the subject's NTEE classification (E32).
BUDGET	Total revenue between \$313,314 and \$701,451 — 0.67× to 1.50× the subject's \$467,634 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (E32), nationwide + budget 0.67–1.5× revenue.

85 organizations qualified on sector, size, and geography → **85** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,731 10TH	\$34,808 25TH	\$59,397 MEDIAN	\$86,851 75TH	\$113,621 90TH	\$70,000 THIS ORG · 61ST
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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
Noalab Clinic Inc	CA	\$469,731	Founder	\$12,518	\$10,472	2023
Cato Ira Meridian Victory Ambulance	NY	\$462,768	President	\$6,132	\$5,214	2024
New Mexico Foundation For Dental	NM	\$472,741	Executive Di	\$47,237	\$47,811	2024
Lander Hope Clinic	PA	\$476,936	President	\$186	\$180	2023
Informed Choice Of Iowa Corporation	IA	\$453,898	Executive Director (Partial Year)	\$32,292	\$34,256	2023
Care Harbor	CA	\$449,565	President	\$41,607	\$34,808	2023
Culture Of Life Ministries	TX	\$487,674	Executive Dir.	\$10,000	\$9,413	2024
Mobile Healthcare Providers Northwest	WA	\$443,152	President & Ceo	\$65,240	\$56,589	2023
Community Supported Anthroposophic	MI	\$493,058	President	\$123,116	\$119,584	2024
Dedicated To Aurora's Wellness And Needs	CO	\$440,203	Executive Director	\$99,300	\$87,293	2025
Ithaca Health Alliance Inc	NY	\$439,023	Executive Director	\$64,352	\$54,722	2024
Hope Medical Clinic Inc	FL	\$496,443	Secretary	\$66,000	\$58,346	2024
Healthy Living Community	OR	\$437,308	President (1/1/23 - 6/23/23)	\$56,493	\$50,828	2023
Access Now Inc	VA	\$509,264	Ex. Dir. - A	\$26,546	\$24,120	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ksu Foot & Ankle Clinic	OH	\$510,172	Dean Ksucpm	\$26,320	\$27,008	2023
Heart And Soul Clinic Inc	IN	\$424,897	Executive Di	\$60,000	\$59,543	2024
Embracing Futures Inc	OH	\$510,490	Executive Di	\$78,261	\$78,003	2024
Bella Health And Wellness Inc	CA	\$420,953	Executive Director	\$37,100	\$30,147	2024
Ohio Valley Health Center	OH	\$416,903	Executive Di	\$53,375	\$54,770	2023
Estella Byrd Whitman Wellness And Community Resource Center Inc	FL	\$518,746	Ceo	\$107,902	\$95,389	2024
Ridge Health Services Inc	NY	\$413,452	Executive Director	\$12,621	\$11,049	2023
Red Bird Clinc Inc	KY	\$409,842	Dentist	\$114,223	\$115,482	2024
Louisiana Community Health Center	LA	\$408,541	Ceo	\$168,066	\$179,296	2023
The Olympia Free Clinic	WA	\$405,169	Executive Di	\$70,500	\$59,397	2024
Street Medicine Institute	PA	\$401,624	Executive Di	\$104,641	\$98,199	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI cost of living and 2023 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.

● Sample, role match & sensitivity

PEER COUNT 85 organizations. Compensation range \$180–\$423,110; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$467,634); for reference, expenses \$380,803 and assets \$531,763.

ROLE MATCH	Nancy Harmon, reported title " <i>director</i> ", 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	10 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	61 st
Total compensation (D + F), as reported (no adjustments)	56 th
Reportable pay only (column D), adjusted	64 th
All sources (D + E + F), adjusted	49 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 (Nancy Harmon) 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 10, 2026, comparing compensation against 85 similarly situated organizations (Same NTEE sector (E32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$70,000 is reasonable (approximately the 61st 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 10, 2026.