

Interaction Transition

Executive Director / CEO

EIN 510175651

WA · NTEE I43Z

FY ending 2025-06-30

June 13, 2026

This analysis benchmarks the total compensation of **Greg Gardner, Executive Director / CEO** (\$91,401) against **every comparable organization** that fit the selection criteria — **24** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **83rd** percentile of comparable organizations within the typical range

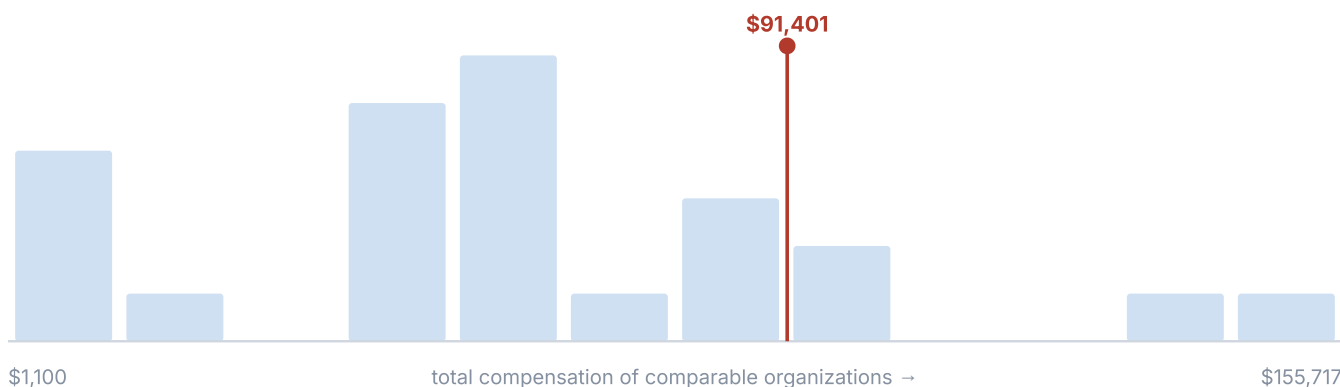
Benchmarked executive: Greg Gardner — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (I43Z).
BUDGET	Total revenue between \$195,018 and \$436,609 — 0.67x to 1.50x the subject's \$291,073 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (I43), nationwide + budget 0.67–1.5x revenue.

24 organizations qualified on sector, size, and geography → **24** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,231	\$40,581	\$53,440	\$86,706	\$96,220	\$91,401
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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 WA 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
Bay Area Chaplains	CA	\$290,309	Chaplain	\$144,072	\$142,631	2024
Human Kindness Foundation	NC	\$292,470	Executive Dir.	\$74,988	\$88,833	2024
Freedom Grow	WA	\$294,749	Executive Director	\$1,000	\$1,100	2022
Project Pooch	OR	\$295,316	Executive Director	\$88,693	\$94,431	2024
Chicago Bible Society	IL	\$304,334	Executive Director	\$56,500	\$65,564	2023
Ourjourney Co	NC	\$268,885	Executive Director	\$39,617	\$46,931	2024
Chebar Ministries Inc	GA	\$263,486	President	\$5,000	\$5,934	2023
Clicc Inc	CT	\$259,741	Executive Dir.	\$80,000	\$85,997	2024
Motherhood Beyond Bars Inc	GA	\$323,309	Executive Di	\$46,000	\$53,028	2024
Hope Prison Ministry Inc	MA	\$253,024	President	\$85,000	\$90,158	2023
Hands Of Luke Medical Ministries	TX	\$249,383	Executive Director	\$4,500	\$5,161	2024
Anchor Of Hope International Ministries Inc	CA	\$245,329	Executive Directorboardmember	\$56,160	\$55,598	2024
Harrison County Lifelong Learning	IN	\$343,080	Executive Director	\$80,218	\$96,986	2024
Human Rights Coalition	PA	\$235,535	Executive Dir.	\$49,284	\$56,347	2024
Poetic Justice Inc	OK	\$231,741	Executive Dir.	\$37,188	\$48,334	2023
Second Chance And Reentry Services	OK	\$228,340	Executive Dir.	\$10,462	\$14,155	2022

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
International Prison Ministry Inc	CA	\$226,747	Asst Director	\$51,750	\$52,745	2023
The Verb Kind Inc	FL	\$213,816	President	\$9,250	\$10,257	2023
Horizon Community Engagement	OH	\$369,749	Executive Di	\$33,252	\$40,378	2024
Prison Impact Ministries	MT	\$210,665	President	\$126,000	\$155,717	2024
Unite Greensboro Jail Ministry	NC	\$209,528	Chaplain	\$34,314	\$40,649	2024
Open Hearts Open Minds	OR	\$205,384	Executive Director	\$50,580	\$53,852	2024
Frederick Douglass Project For	DC	\$394,369	President	\$45,292	\$45,567	2024
Native American Reentry Services	WA	\$395,754	Executive Director	\$60,000	\$63,407	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA cost of living and 2025 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 WA 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 24 organizations. Compensation range \$1,100–\$155,717; filing years 2022–2024.

SIZE BASIS Matched on total revenue (\$291,073); for reference, expenses \$342,965 and assets \$158,239.

ROLE MATCH Greg Gardner, reported title *"EXECUTIVE DIRECTOR"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	83 rd
Total compensation (D + F), as reported (no adjustments)	92 nd
Reportable pay only (column D), adjusted	88 th
All sources (D + E + F), adjusted	83 rd

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 (Greg Gardner) 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 13, 2026, comparing compensation against 24 similarly situated organizations (Same NTEE sector (I43), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$91,401 is reasonable (approximately the 83rd 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 13, 2026.