

Home Improvement Ministries Inc

Executive Director / CEO

EIN 510469996
 MA · NTEE P46
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Paul Friesen, Executive Director / CEO** (\$119,025) against **every comparable organization** that fit the selection criteria — **79** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89th** percentile of comparable organizations within the typical range

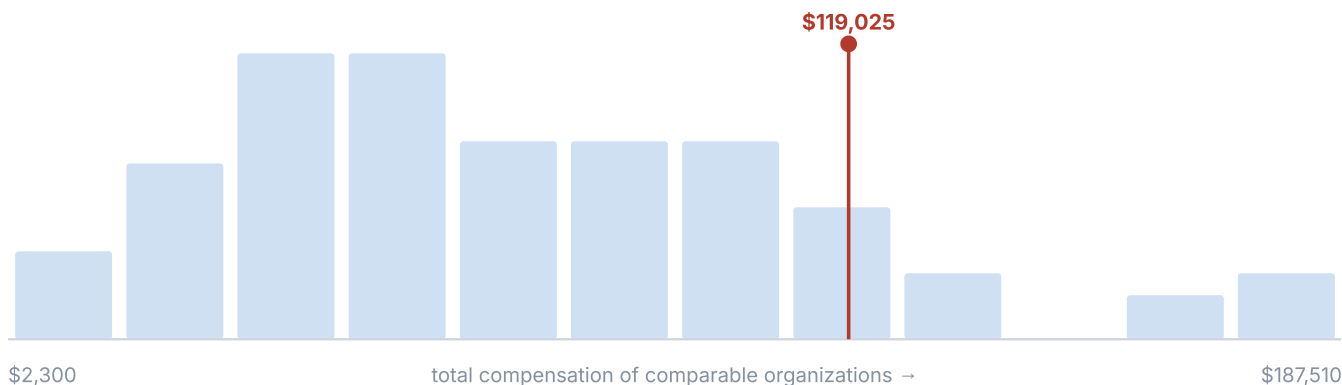
Benchmarked executive: Paul Friesen — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P46).
BUDGET	Total revenue between \$273,508 and \$612,331 — 0.67x to 1.50x the subject's \$408,221 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P46), nationwide + budget 0.67–1.5x revenue.

79 organizations qualified on sector, size, and geography → **79** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$27,921	\$42,649	\$67,813	\$97,636	\$124,038	\$119,025
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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 MA 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
Counseling Center At The Crossing	IN	\$408,764	President	\$105,099	\$123,337	2024
Marriage And Family Counseling Of R I Co	IL	\$405,623	Executive Director	\$90,871	\$99,416	2024
Haven Of Hope Inc	KY	\$411,158	Executive Di	\$51,568	\$61,654	2024
Encompass Connection Center	OH	\$404,133	Co-director	\$18,939	\$22,322	2024
Sibs Place Inc	NY	\$414,546	Executive Director	\$41,683	\$41,915	2024
Casper Family Connections	WY	\$417,700	Executive Director	\$75,692	\$87,872	2025
Kids Turn San Diego	CA	\$420,291	Executive Director	\$99,696	\$98,630	2023
Community Commitment Inc	PA	\$420,460	President/ce	\$99,849	\$114,079	2023
Tidewater Pastoral Counseling	VA	\$422,288	Executive Di	\$91,556	\$98,375	2024
New England Center For Family Connection	MA	\$386,805	Executive Director	\$61,679	\$61,679	2024
Family Service Association Of Lubbock	TX	\$384,689	Executive Director	\$104,859	\$116,726	2024
Alabama Counseling Association	AL	\$435,298	Executive Director	\$39,936	\$46,775	2025
Familykind Ltd	NY	\$435,777	Executive Director	\$93,595	\$96,897	2023
Renacer Social Corp	PR	\$436,240	Forensic Psychology	\$75,599	\$75,599	2024
Birds On A Wire-moms Inc	GA	\$436,571	President	\$99,203	\$111,001	2024
From Within Counseling Inc	TN	\$437,007	President	\$147,690	\$177,860	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Samaritan Counseling Centers Of The	TN	\$377,475	Executive D	\$3,750	\$4,516	2023
Coastal Samaritan Counseling Center	SC	\$443,686	Executive Director	\$94,467	\$109,671	2024
Grace Ministries	VA	\$370,165	President/director	\$106,200	\$117,480	2023
Pastoral Counseling Centers Of	MA	\$368,022	Director	\$35,455	\$35,455	2024
Outreach Teen And Family Services Inc	PA	\$449,122	Executive Dir.	\$86,958	\$99,352	2023
Ability Tree Inc	MO	\$453,508	Ceo	\$60,500	\$71,308	2024
Still Waters Counseling Center	GA	\$357,804	President	\$43,346	\$48,501	2024
New Haven	SD	\$352,280	Executive Di	\$65,000	\$79,830	2024
Community Service Properties Inc	AR	\$465,145	President/ce	\$14,234	\$17,805	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 79 organizations. Compensation range \$2,300–\$187,510; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$408,221); for reference, expenses \$479,617 and assets \$476,949.

ROLE MATCH Paul Friesen, reported title "*President*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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 th
Total compensation (D + F), as reported (no adjustments)	91 st
Reportable pay only (column D), adjusted	90 th
All sources (D + E + F), adjusted	82 nd

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 (Paul Friesen) 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 79 similarly situated organizations (Same NTEE sector (P46), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$119,025 is reasonable (approximately the 89th 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.