

Abundant Life Community Development

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Andrea A Armstrong, Executive Director / CEO** (\$18,000) against **every comparable organization** that fit the selection criteria — **292** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **20th** percentile of comparable organizations below the typical range for comparable organizations

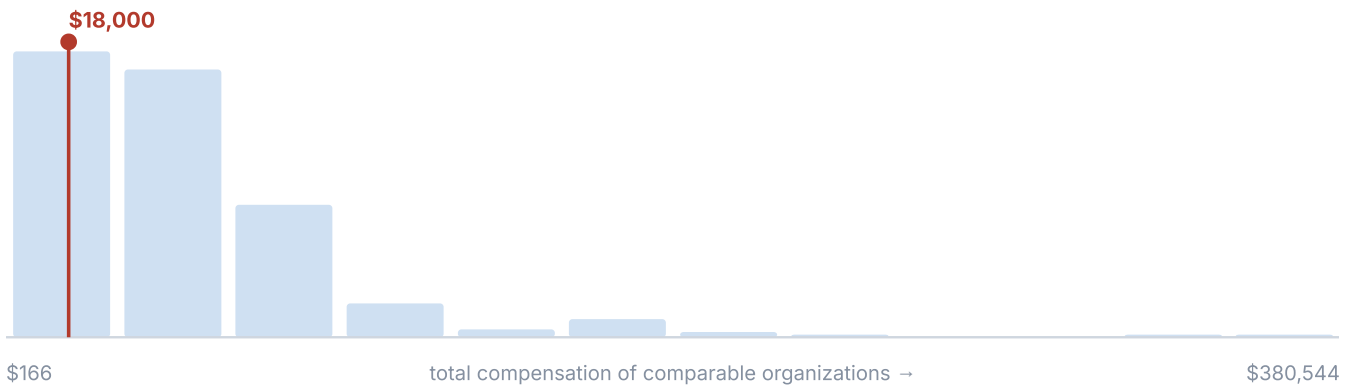
Benchmarked executive: Andrea A Armstrong — reported title “Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20).
BUDGET	Total revenue between \$195,743 and \$438,231 — 0.67x to 1.50x the subject's \$292,154 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

292 organizations qualified on sector, size, and geography → **292** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,895	\$20,114	\$40,606	\$65,222	\$90,499	\$18,000
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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 NJ 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
South Windham Housing Corporation	ME	\$291,600	President	\$45,000	\$50,469	2023
Mckeesport Presbyterian Senior Housing	PA	\$291,570	Director And President	\$37,604	\$40,796	2024
Loretto O'brien Road Housing Development	NY	\$291,519	Chairperson	\$27,907	\$26,727	2025
Mid-peninsula Colma Ridge Inc	CA	\$293,405	Cfo / Assistant Secretary	\$77,467	\$72,772	2024
Church Street Housing Inc	CA	\$290,424	President	\$45,067	\$42,336	2024
Better Homes Inc	PA	\$290,196	Executive Di	\$69,418	\$77,535	2023
Rejuvenated Life Inc	TX	\$295,537	Executive Dir.	\$39,000	\$42,441	2024
Choices Inc	KY	\$296,001	Exec. Dir /	\$72,000	\$84,153	2024
Sunshine Community Housing	FL	\$296,255	President	\$68,786	\$70,299	2024
Citizen Robotics Inc	MI	\$286,772	Ceo	\$64,615	\$72,555	2024
Parker Street Foundation	CA	\$286,001	Secretary Treasurer	\$4,488	\$4,216	2024
Ser Community Development Corporation	TX	\$285,957	Director (Ceo, Ser Jobs)	\$7,031	\$7,651	2024
Northwest Charities	UT	\$285,690	President & Ceo	\$36,100	\$40,194	2024
CdlA Inc	CA	\$298,739	President	\$43,669	\$42,234	2023
Association To Benefit Children Hdfc	NY	\$285,288	President/ceo	\$109,836	\$111,163	2023
Deaf-reach Housing Inc	DC	\$299,051	Executive Director	\$84,137	\$82,694	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Snyder-union-northumberland Habitat	PA	\$299,819	Prior Dev. O	\$14,127	\$15,326	2024
Casa Esperanza Project	IL	\$284,474	Executive Director	\$75,934	\$81,213	2024
South Hampton Roads Supportive	MN	\$283,227	President Tr	\$65,715	\$72,727	2023
Asi Southern Nevada Inc	MN	\$283,090	President/tr	\$65,715	\$72,727	2023
Pinellas Property Management Compan	FL	\$301,359	Secretary	\$51,613	\$54,306	2023
Alt Affordable Housing Services Inc -	TX	\$282,598	Executive Director	\$18,000	\$19,589	2024
Southwest Philadelphia Presbytery	PA	\$282,406	Chief Executive Officer	\$292,739	\$317,586	2024
Piedmont Senior Housing Corporation	SC	\$282,120	Exec Director	\$5,140	\$5,834	2024
91 Carlton Avenue Housing Development	NY	\$281,966	Ceo	\$59,698	\$58,686	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NJ 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 NJ 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 292 organizations. Compensation range \$166–\$380,544; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$292,154); for reference, expenses \$677,788 and assets \$7,533,497. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Andrea A Armstrong, 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	188 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	14 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	20 th
Total compensation (D + F), as reported (no adjustments)	22 nd
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	10 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 (Andrea A Armstrong) 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 292 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$18,000 is reasonable (approximately the 20th 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.