

Leadership Kauai

Executive Director / CEO

EIN 760752398

HI · NTEE B60

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Charmaine Ravelo, Executive Director / CEO** (\$70,000) against **every comparable organization** that fit the selection criteria — **121** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **60th** percentile of comparable organizations within the typical range

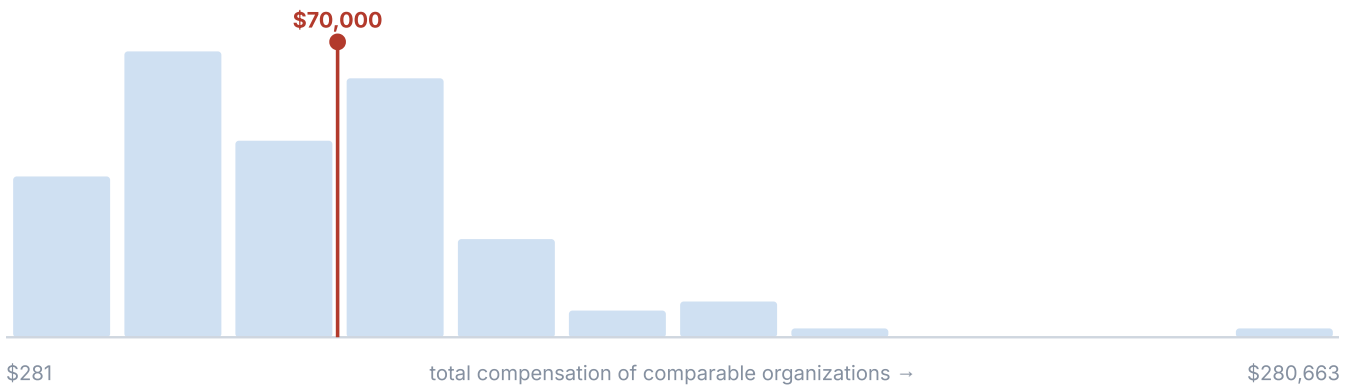
Benchmarked executive: Charmaine Ravelo — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

| | |
|-----------|---------------------------------------------------------------------------------------------------------------------------|
| SECTOR | Organizations sharing the subject's NTEE classification (B60). |
| BUDGET | Total revenue between \$151,426 and \$339,015 — 0.67x to 1.50x the subject's \$226,010 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (B60), nationwide + budget 0.67–1.5x revenue. |

121 organizations qualified on sector, size, and geography → **121** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|----------|----------|----------|----------|-----------|----------|
| \$16,563 | \$31,624 | \$58,539 | \$82,135 | \$102,267 | \$70,000 |
|----------|----------|----------|----------|-----------|----------|



■ 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 HI 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 |
|------------------------------------------------------------------------------|-------|-----------|---------------------|-----------------|------------------|------|
| National Hbcu Business Deans Roundtable Inc | NC | \$225,337 | Managing Director | \$36,000 | \$41,547 | 2023 |
| New York State Care Management | NY | \$225,135 | Executive Director | \$68,250 | \$66,908 | 2024 |
| Ethos Literacy | NM | \$227,120 | Executive Director | \$63,000 | \$73,513 | 2024 |
| Remarkable Mens Practice | CA | \$224,685 | President | \$10,387 | \$10,018 | 2023 |
| The William And Lanaea C Featherstone | MD | \$224,131 | Founder | \$30,000 | \$31,327 | 2023 |
| Destiny Builders Inc | OK | \$228,764 | President | \$87,000 | \$103,931 | 2024 |
| Skyline Agility Club Inc | NY | \$229,644 | Former President | \$8,750 | \$8,578 | 2024 |
| The Reliance College Fund | IL | \$221,037 | Pres./treas. | \$88,008 | \$93,867 | 2024 |
| Minnesota Teachers Of English To Speakers Of Other Languages | MN | \$231,475 | Executive Assistant | \$15,450 | \$16,563 | 2024 |
| Growing Oaks Association | OK | \$232,819 | Secretarytreasurer | \$73,000 | \$87,207 | 2024 |
| luoe Local 891 Education & Training Fund | NY | \$218,825 | Trustee | \$7,262 | \$7,329 | 2023 |
| Columbia Bartending Agency Incorporated | NY | \$218,310 | Executive Director | \$7,120 | \$6,800 | 2025 |
| Literacy Volunteers Of Broome-tioga | NY | \$233,980 | Executive Director | \$49,448 | \$47,226 | 2025 |
| True Initiative | HI | \$217,550 | Ed To 12/24 | \$79,935 | \$77,642 | 2024 |
| Kenosha Literacy Council | WI | \$234,765 | Executive Dir. | \$54,654 | \$60,328 | 2025 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--------------------------------------------------------------------|-------|-----------|--------------------|-----------------|------------------|------|
| Health-care Education And Living In Poverty | DC | \$216,000 | President/ceo | \$80,000 | \$76,162 | 2024 |
| National Coalition For Dialogue & Deliberation | PA | \$236,025 | Executive Director | \$16,800 | \$18,713 | 2023 |
| Collaborative Law Institute Of Texas | TX | \$237,143 | Exec Director | \$76,546 | \$85,524 | 2023 |
| Gull Island Institute Inc | MA | \$237,443 | Clerk | \$41,600 | \$40,556 | 2024 |
| Someone Who Cares Community Ce | GA | \$213,323 | President | \$6,560 | \$7,156 | 2024 |
| Leadership Kitsap Foundation | WA | \$213,097 | Executive Director | \$85,250 | \$82,804 | 2024 |
| Midcoast Literacy | ME | \$239,926 | Executive Director | \$42,498 | \$46,168 | 2024 |
| Achieving Success On Purpose Inc | NC | \$211,283 | Executive Director | \$25,354 | \$29,261 | 2023 |
| Mission Milby Community Development Corporation | TX | \$210,845 | Executive Director | \$130,000 | \$141,079 | 2024 |
| Lawrence Funderburke Youth | OH | \$210,661 | President | \$98,500 | \$113,183 | 2024 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to HI 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 HI 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 **121** organizations. Compensation range \$281–\$280,663; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$226,010); for reference, expenses \$202,465 and assets \$156,147.

| | |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| ROLE MATCH | Charmaine Ravelo, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role. |
| RELATED-ORG PAY | 11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 2 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 | 60 th |
| Total compensation (D + F), as reported (no adjustments) | 68 th |
| Reportable pay only (column D), adjusted | 64 th |
| All sources (D + E + F), adjusted | 52 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 (Charmaine Ravelo) 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 121 similarly situated organizations (Same NTEE sector (B60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$70,000 is reasonable (approximately the 60th 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.