

Worthdays

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Caroline Neal, Executive Director / CEO** (\$53,374) against **every comparable organization** that fit the selection criteria — **50** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **46th** percentile of comparable organizations within the typical range

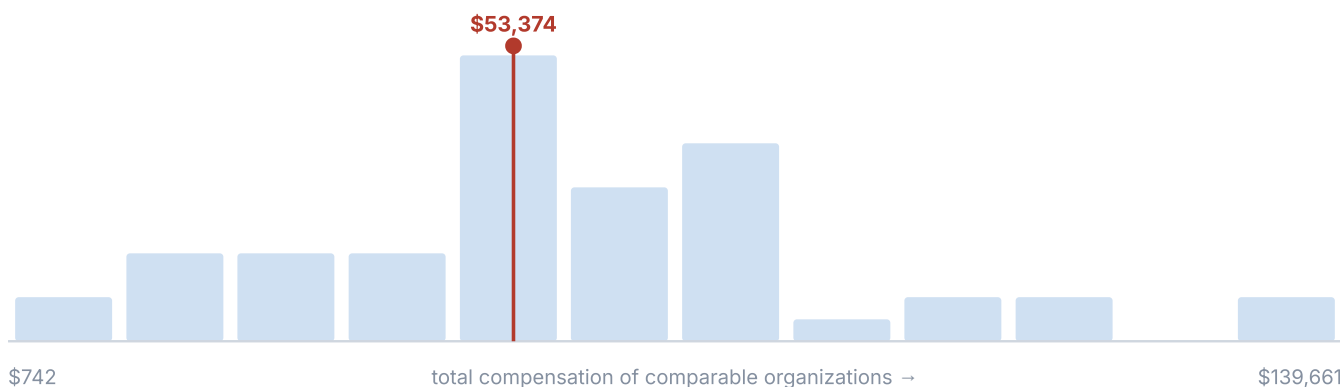
Benchmarked executive: Caroline Neal — reported title “PRESIDENT/EXECUTIVE DIRECT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P32).
BUDGET	Total revenue between \$232,544 and \$520,623 — 0.67x to 1.50x the subject's \$347,082 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P32), nationwide + budget 0.67–1.5x revenue.

50 organizations qualified on sector, size, and geography → **50** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$22,368	\$45,207	\$57,703	\$74,983	\$94,374	\$53,374
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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 VA 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
Embrace Washington	WA	\$342,430	Executive Director	\$80,842	\$74,961	2024
Little Lambs Ministry	IL	\$353,511	President	\$73,650	\$74,990	2024
Foster The Village Inc	WI	\$336,100	Executive Director	\$41,063	\$44,415	2024
Family Network Foundation Of North Texas	TX	\$359,061	Executive Director	\$101,700	\$105,362	2024
Good Shepherd Children's Home	TN	\$362,589	Assistant Treasurer/direct	\$6,000	\$6,532	2024
Northeast Foster Careinc	PA	\$328,459	Executive Director	\$45,475	\$48,355	2023
4points Family Services	TX	\$328,192	Director Of Operations	\$76,667	\$79,428	2024
Annie C Courtney Foundation	CT	\$326,404	Executive Director	\$55,000	\$52,032	2025
Court Appointed Special Advocates Of Polk And Haralson Inc	GA	\$324,195	Executive Director	\$55,000	\$57,275	2024
Downey Side Inc	NY	\$321,106	President	\$31,515	\$28,734	2025
Fostering The Family	SC	\$373,249	Ceo	\$48,000	\$51,863	2024
Foster Together	MO	\$373,510	Executive Director	\$30,939	\$33,939	2024
Perfection Children Services	TX	\$319,163	Executive Director	\$57,200	\$61,011	2023
H3 Collective	NC	\$381,162	Executive Director	\$105,000	\$112,365	2024
Homes With Hope Inc	TX	\$386,833	Executive Director	\$88,250	\$94,129	2023
Bighouse Inc	AL	\$397,130	Executive Director	\$44,000	\$50,686	2023
Raise Montana	MT	\$402,148	Executive Dir.	\$19,651	\$21,939	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Route 21	WA	\$402,271	Executive Dir.	\$142,000	\$131,670	2024
Justice For Orphans Inc	NY	\$289,490	Executive Dir.	\$54,299	\$50,817	2024
Together We Can Foundation	VA	\$284,690	Executive Di	\$79,777	\$77,721	2025
Muslim Foster Care Association	MI	\$413,023	Executive Director	\$45,777	\$50,381	2023
Great Beginnings Early Childhood Center	CO	\$278,871	Executive Director	\$41,000	\$40,717	2024
United Connections Foster Family Agency	CA	\$278,402	Director	\$20,857	\$18,653	2024
Fostering Hope Inc	OK	\$422,956	Executive Director	\$65,000	\$74,128	2024
Adoptions Unlimited Inc	CA	\$270,479	Secretary	\$65,000	\$58,131	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	50 organizations. Compensation range \$742–\$139,661; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$347,082); for reference, expenses \$275,329 and assets \$206,966.
ROLE MATCH	Caroline Neal, reported title " <i>PRESIDENT/EXECUTIVE DIRECT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer 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	46 th
Total compensation (D + F), as reported (no adjustments)	40 th
Reportable pay only (column D), adjusted	46 th
All sources (D + E + F), adjusted	44 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 (Caroline Neal) 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 50 similarly situated organizations (Same NTEE sector (P32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$53,374 is reasonable (approximately the 46th 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.