

Roots Services Inc

Executive Director / CEO

EIN 811147964

OH · NTEE J30

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Nathan Krugman, Executive Director / CEO** (\$70,000) against **every comparable organization** that fit the selection criteria — **6** 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

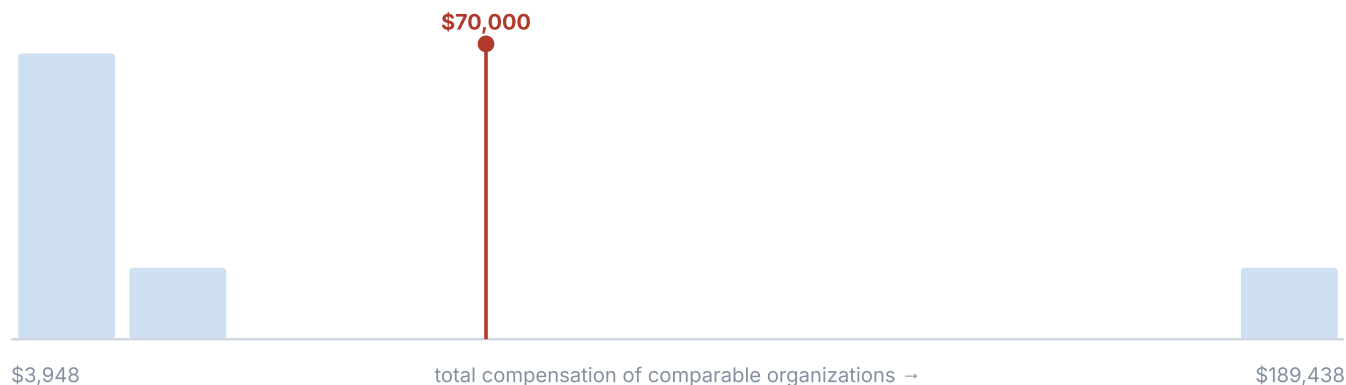
Benchmarked executive: Nathan Krugman — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (J30).
BUDGET	Total revenue between \$4,791 and \$19,164 — 0.50x to 2.00x the subject's \$9,582 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (J), nationwide + budget 0.5–2x revenue.

6 organizations qualified on sector, size, and geography → **6** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,285	\$10,890	\$14,648	\$25,964	\$109,095	\$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 OH 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
Michigan Afscmc Community Assistance	MI	\$7,111	Secretary-treasurer	\$10,900	\$10,622	2024
Regional Education & Training Center At Satsop	WA	\$5,001	Director	\$4,795	\$3,948	2025
Garden City Education Association	MI	\$14,907	President	\$12,000	\$11,694	2024
Columbus Area Labor Management Comm	OH	\$16,060	Executive Director	\$17,601	\$17,601	2024
Nuca Foundation For Education &	VA	\$16,271	Ceo	\$30,634	\$28,752	2023
Federation Employment And Guidance Service Inc	NY	\$17,452	Chief Wind-down Officer, Plan Administrator	\$222,043	\$189,438	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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	6 organizations — below 15; treat the percentiles as indicative, not precise. Compensation range \$3,948–\$189,438; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$9,582); for reference, expenses \$113,505 and assets \$305,055. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Nathan Krugman, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	83 rd
Total compensation (D + F), as reported (no adjustments)	83 rd
Reportable pay only (column D), adjusted	83 rd
All sources (D + E + F), adjusted	50 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 (Nathan Krugman) 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 6 similarly situated organizations (Same NTEE major group (J), nationwide + budget 0.5–2× revenue).

3. The authorized body determined that total compensation of \$70,000 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 9, 2026.