

Next Step Resources Center

Executive Director / CEO

This analysis benchmarks the total compensation of **Debbie Chandler, Executive Director / CEO** (\$64,348) against **every comparable organization** that fit the selection criteria — **131** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **74th** percentile of comparable organizations within the typical range

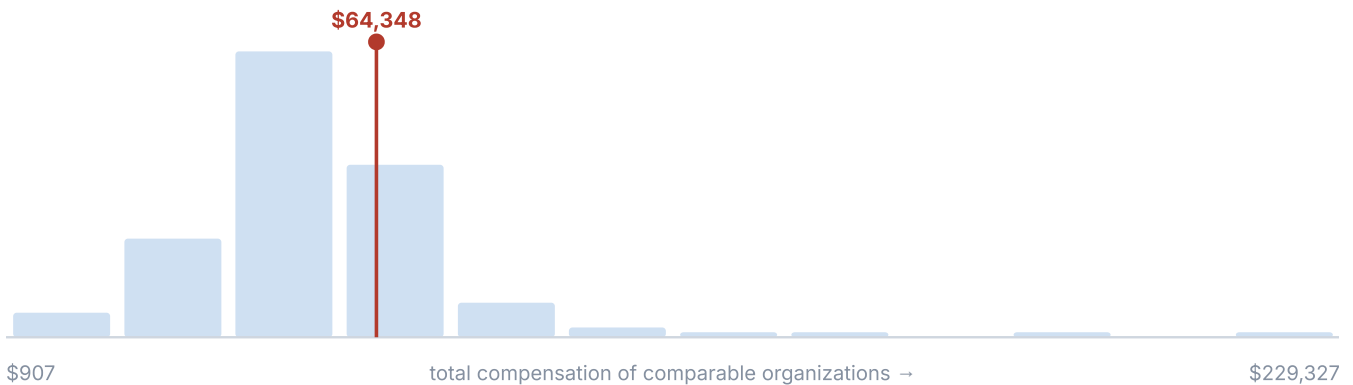
Benchmarked executive: Debbie Chandler — reported title “DIRECTORPRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (E40).
BUDGET	Total revenue between \$233,052 and \$521,760 — 0.67x to 1.50x the subject's \$347,840 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (E40), nationwide + budget 0.67–1.5x revenue.

131 organizations qualified on sector, size, and geography → **131** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$29,800	\$42,440	\$53,665	\$64,938	\$76,724	\$64,348
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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 TN 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
Warrenton Pregnancy Center	VA	\$347,928	Executive Di	\$87,002	\$82,278	2023
Crisis Pregnancy Center Of Tehachapi	CA	\$347,709	Member	\$66,320	\$54,481	2024
Alpha Clinics	CA	\$348,509	Executive Dir.	\$79,944	\$65,673	2024
Adria Womens Health	TX	\$346,777	Executive Director	\$50,465	\$48,025	2024
Life Care Center For Women Inc	KS	\$351,103	Executive Director	\$31,796	\$32,679	2024
River Region Pregnancy Center	AL	\$351,310	Executive Director	\$58,905	\$60,541	2024
Reach Out Pregnancy Center Inc	OH	\$353,789	Former Director	\$58,800	\$59,248	2024
Center For Client Safety Inc	KY	\$341,632	Executive Director And Secy	\$64,427	\$67,796	2023
Aspire Together Inc	VT	\$354,538	Executive Di	\$69,120	\$66,186	2024
Crisis Pregnancy Center	CA	\$355,822	Executive Director	\$64,930	\$54,915	2023
Plateau Pregnancy Services	TN	\$339,286	Exec Director / Vice Chr	\$70,044	\$70,044	2024
Pregnancy Resource Services	WA	\$338,048	Executive Director	\$40,238	\$33,389	2025
Care Women's Center	NH	\$358,133	Center Direc	\$61,796	\$54,284	2024
Mend Medical Services Inc	OK	\$359,144	Executive Director	\$53,500	\$57,700	2023
Tender Care Pregnancy	PA	\$359,369	Executive Di	\$56,336	\$55,026	2023
Laurel Pregnancy Center Inc	MD	\$361,253	Executive Director	\$42,232	\$38,671	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Care Pregnancy Center Of Tulare	CA	\$361,615	Executive Dir.	\$67,167	\$55,177	2024
Howard County Pregnancy Center	MD	\$361,723	Operations Director	\$66,223	\$58,900	2024
Loving Arms - A Crisis Pregnancy Center	IL	\$362,218	Executive Director	\$58,588	\$56,416	2023
The Bridge To Life Inc	NY	\$362,931	Executive Director	\$86,349	\$74,231	2024
Teddy Bear Den	SD	\$331,949	Executive Di	\$98,262	\$103,170	2024
Elsinore Valley Pregnancy Resource Center	CA	\$330,332	Executive Director	\$33,000	\$27,109	2024
Pregnancy Care Center Of Southeast Texas	TX	\$330,081	Executive Director	\$51,700	\$49,200	2024
Care Net Pregnancy Center	NY	\$366,788	Executive Director	\$46,346	\$41,019	2023
Gianna Center Of Philadelphia	PA	\$327,770	Medical Doctor	\$36,400	\$34,533	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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	131 organizations. Compensation range \$907–\$229,327; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$347,840); for reference, expenses \$374,800 and assets \$321,322.
ROLE MATCH	Debbie Chandler, reported title " <i>DIRECTORPRESIDENT</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 8 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	74 th
Total compensation (D + F), as reported (no adjustments)	68 th
Reportable pay only (column D), adjusted	76 th
All sources (D + E + F), adjusted	73 rd

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 (Debbie Chandler) 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 131 similarly situated organizations (Same NTEE sector (E40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$64,348 is reasonable (approximately the 74th 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.