

## Musaadah Charity

Executive Director / CEO

EIN 821491586

CA · NTEE W19

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Ahmed Patel, Executive Director / CEO** (\$50,000) against **every comparable organization** that fit the selection criteria — **369** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **44<sup>th</sup>** percentile of comparable organizations **within the typical range**

**Benchmarked executive:** Ahmed Patel — reported title “President”, a **direct title match** to the Executive Director / CEO role.

### How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (W19).
BUDGET	Total revenue between \$183,841 and \$411,585 — 0.67× to 1.50× the subject's \$274,390 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (W), nationwide + budget 0.67–1.5× revenue.

**369** organizations qualified on sector, size, and geography → **369** within the band form the benchmarked peer set.

### Distribution of comparable compensation



\$11,914

\$25,643

\$60,779

\$98,713

\$132,167

\$50,000



## ■ 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 CA 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
<a href="#">Natura International Inc</a>	DC	\$274,650	President	\$9,824	<b>\$9,697</b>	2024
<a href="#">Ventura County Regional Defense Partnership</a>	CA	\$274,910	Co-chair Public Member	\$50,400	<b>\$47,692</b>	2025
<a href="#">Wisconsin County Forests Association Inc</a>	WI	\$273,826	Executive Director	\$99,918	<b>\$117,379</b>	2024
<a href="#">Paulding County Economic</a>	OH	\$273,461	Director	\$88,400	<b>\$105,319</b>	2024
<a href="#">Washington Research Council</a>	WA	\$275,356	Vice Chair	\$24,413	<b>\$25,312</b>	2023
<a href="#">Gtc Group</a>	VA	\$275,794	Secretary	\$15,000	<b>\$15,871</b>	2025
<a href="#">American Immigration Control Foundation</a>	VA	\$276,933	President	\$5,250	<b>\$5,702</b>	2024
<a href="#">Uncommon Grit Foundation Inc</a>	VA	\$271,355	President	\$92,700	<b>\$100,680</b>	2024
<a href="#">Wind River Community Alliance</a>	WY	\$269,874	Director	\$89,960	<b>\$108,358</b>	2024
<a href="#">Paralyzed Veterans Of America North Cent</a>	SD	\$268,925	Executive Director - Left 08/2024	\$86,077	<b>\$106,858</b>	2024
<a href="#">Pro Bono Advisory Council</a>	MO	\$268,565	Executive Director	\$37,097	<b>\$44,197</b>	2024
<a href="#">San Luis Obispo County Bicycle</a>	CA	\$280,309	Executive Di	\$68,350	<b>\$68,350</b>	2023
<a href="#">New Hampshire Veterans Association</a>	NH	\$280,385	President	\$1,950	<b>\$2,025</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Board Development Systems Inc</a>	TX	\$267,973	President/ce	\$87,729	<b>\$98,713</b>	2024
<a href="#">Bourn Free Foundation</a>	NV	\$267,799	Cfo Treasure	\$9,000	<b>\$10,148</b>	2024
<a href="#">Central Oregon Guardianship Assistance</a>	OR	\$267,754	Executive Dir.	\$19,750	<b>\$20,099</b>	2025
<a href="#">The Michiana Leadership Center Inc</a>	IN	\$281,067	Executive Director	\$75,542	<b>\$92,256</b>	2023
<a href="#">Veterans Of Foreign Wars Of The United</a>	PA	\$281,123	Treasurer/secretary	\$54,074	<b>\$60,657</b>	2024
<a href="#">Financial Therapy Association</a>	KS	\$267,466	Executive Director	\$60,000	<b>\$72,914</b>	2024
<a href="#">Society Of The First Infantry Div</a>	KS	\$267,072	Executive Director	\$13,575	<b>\$16,497</b>	2024
<a href="#">Mindful Living Revolution</a>	CA	\$266,848	President	\$133,693	<b>\$129,857</b>	2024
<a href="#">Alltrust Payee Corporation Inc</a>	FL	\$266,537	President	\$25,490	<b>\$26,936</b>	2024
<a href="#">Veterans Of Foreign Wars Department</a>	DE	\$266,283	Service Offi	\$60,000	<b>\$64,380</b>	2025
<a href="#">Veterans Of Foreign Wars Post 8794</a>	OH	\$282,624	Chaplain	\$48,288	<b>\$56,047</b>	2025
<a href="#">Fix The Court</a>	NY	\$282,896	Executive Director	\$175,441	<b>\$173,729</b>	2025

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	369 organizations. Compensation range \$152–\$677,779; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$274,390); for reference, expenses \$268,220 and assets \$2,395.
ROLE MATCH	Ahmed Patel, reported title "President", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	9 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	44 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	46 <sup>th</sup>
Reportable pay only (column D), adjusted	47 <sup>th</sup>
All sources (D + E + F), adjusted	39 <sup>th</sup>

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 (Ahmed Patel) 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 369 similarly situated organizations (Same NTEE major group (W), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$50,000 is reasonable (approximately the 44<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.