

City Of Refuge Hopewell Inc

Executive Director / CEO

EIN 831045335
 VA · NTEE F22
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Thurman Collier, Executive Director / CEO** (\$16,200) against **every comparable organization** that fit the selection criteria — **51** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

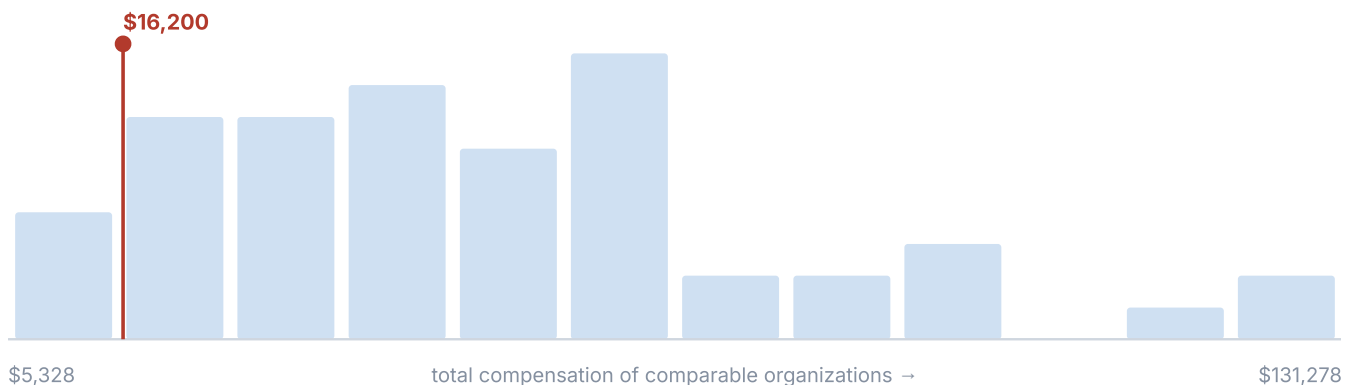
Benchmarked executive: Thurman Collier — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F22).
BUDGET	Total revenue between \$198,389 and \$444,154 — 0.67x to 1.50x the subject's \$296,103 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F22), nationwide + budget 0.67–1.5x revenue.

51 organizations qualified on sector, size, and geography → **51** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$16,992	\$30,458	\$46,103	\$62,856	\$94,380	\$16,200
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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
New Beginnings Fellowship Center	CA	\$304,477	Program Director	\$108,650	\$94,380	2024
Step By Step Recovery	GA	\$286,832	Executive Dir	\$21,225	\$21,469	2024
Changing Gaits Inc	MN	\$308,231	Chairman	\$29,668	\$29,491	2024
Miller Fellowship House Inc	CA	\$283,201	President	\$21,065	\$18,299	2024
Harbor Ministries Life Trainin	TX	\$309,295	President	\$46,500	\$48,174	2023
180 Center Inc	TN	\$281,032	Supervisor	\$40,350	\$43,927	2023
Make A Difference	TN	\$326,126	Executive Director	\$60,000	\$63,445	2024
Recovery Community Foundation Of	GA	\$265,304	Executive Di	\$60,000	\$60,690	2024
Merit Family Services	TX	\$264,963	Chairman	\$14,495	\$15,017	2023
West County Medical Corp	CA	\$327,915	Director Of Administration	\$19,000	\$16,992	2023
Free State Regional Svc Ctr Of Na Inc	MD	\$261,601	Executive Dir.	\$32,455	\$31,425	2023
Recovery Resource Center Inc	MD	\$331,915	Executive Director	\$61,954	\$58,268	2024
Pri Counseling Services Inc	NC	\$258,830	Secretary	\$32,200	\$33,470	2024
Anchored Ministries Corp	KY	\$337,971	President	\$19,200	\$21,364	2023
Prodigal Daughters Journey Home Inc	FL	\$252,710	Executive Director	\$12,000	\$11,341	2024
Morgan County Court Services I	AL	\$247,119	Gann	\$55,650	\$62,266	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Way Homes Inc	MD	\$244,388	Vice President	\$29,553	\$28,615	2023
Intercounty Fellowship Of	CA	\$348,275	Executive Director	\$146,792	\$131,278	2023
Breakaway Inc	MN	\$242,711	Mgr	\$63,600	\$61,590	2025
Peniel Recovery Ministries Inc	GA	\$242,375	President	\$33,600	\$33,986	2024
Freedom House Of Mecklenburg Inc	NC	\$240,894	Executive Director	\$40,472	\$43,311	2023
Teen Challenge For Girls Inc	OH	\$354,524	Ce0/director	\$49,869	\$54,704	2023
Gateway Of Hope Addiction	NC	\$237,497	President	\$46,667	\$48,507	2024
The Women's Shelter	SC	\$356,124	Executive Di	\$66,265	\$69,544	2024
Greater Nashua Council On Alcoholism	NH	\$356,438	President & Ceo (End 10/2022)	\$34,771	\$33,252	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 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	51 organizations. Compensation range \$5,328–\$131,278; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$296,103); for reference, expenses \$290,895 and assets \$182,627.
ROLE MATCH	Thurman Collier, reported title "CEO", 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	3 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	8 th
Total compensation (D + F), as reported (no adjustments)	8 th
Reportable pay only (column D), adjusted	12 th
All sources (D + E + F), adjusted	8 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 (Thurman Collier) 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 51 similarly situated organizations (Same NTEE sector (F22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$16,200 is reasonable (approximately the 8th 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.