

# The Graceful Warrior Project

Executive Director / CEO

This analysis benchmarks the total compensation of **Kelly Bartlett, Executive Director / CEO** (\$42,200) against **every comparable organization** that fit the selection criteria — **18** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **17<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

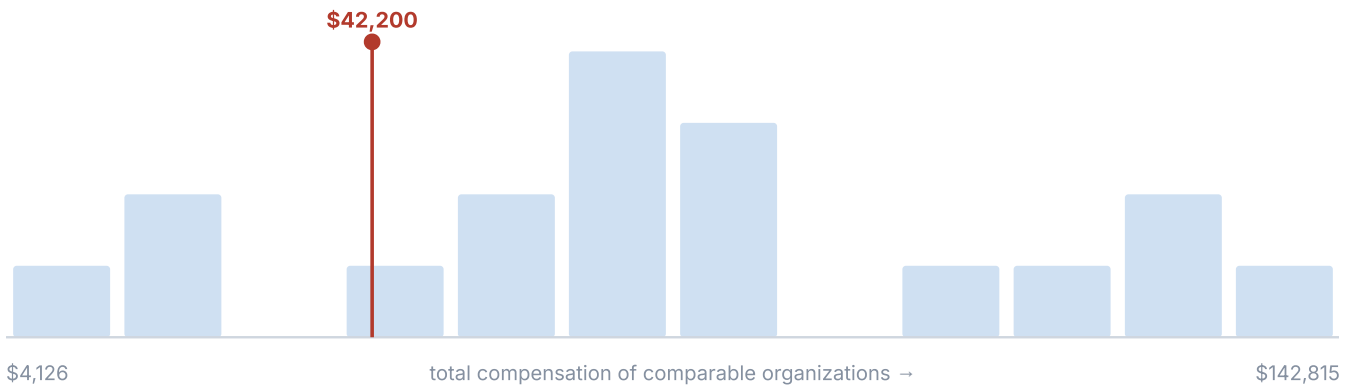
**Benchmarked executive:** Kelly Bartlett — reported title “Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q40).
BUDGET	Total revenue between \$295,932 and \$662,536 — 0.67x to 1.50x the subject's \$441,691 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q40), nationwide + budget 0.67–1.5x revenue.

**18** organizations qualified on sector, size, and geography → **18** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$20,513	\$56,613	\$67,539	\$99,568	\$124,485	\$42,200
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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 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="#">Imagine Center For Conflict Transformation</a>	CA	\$430,674	President	\$60,854	<b>\$60,854</b>	2024
<a href="#">Peace And Justice Center</a>	VT	\$463,211	Secretary	\$3,540	<b>\$4,126</b>	2024
<a href="#">Inkstick Media Inc</a>	MD	\$415,889	President	\$67,000	<b>\$74,683</b>	2023
<a href="#">Women In International Security</a>	DC	\$476,256	Executive Director	\$136,500	<b>\$142,815</b>	2023
<a href="#">Kids For Peace</a>	CA	\$488,348	Executive Dir.	\$78,652	<b>\$76,625</b>	2025
<a href="#">Hanns Seidel Foundation Usa Inc</a>	DC	\$523,224	Program Manager	\$77,417	<b>\$80,999</b>	2023
<a href="#">Hong Kong Democracy Council Usa</a>	DC	\$358,064	Executive Director	\$66,900	<b>\$67,987</b>	2024
<a href="#">Witness For Peace</a>	MN	\$357,179	Secretary	\$16,741	<b>\$19,722</b>	2023
<a href="#">The Albert Einstein Institution Inc</a>	MA	\$348,522	Executive Director/secretaria	\$104,285	<b>\$111,731</b>	2023
<a href="#">Pilgrims Of Ibillin</a>	NC	\$545,510	Executive Director	\$42,016	<b>\$50,276</b>	2024
<a href="#">Peace Education Program Inc</a>	KY	\$546,461	Executive Director	\$85,000	<b>\$105,757</b>	2024
<a href="#">Jane Addams Peace Association Inc</a>	NY	\$336,205	Executive Director	\$120,323	<b>\$125,914</b>	2024
<a href="#">Baptist Peace Fellowship Of North</a>	NC	\$335,323	Executive Dir.	\$44,807	<b>\$55,199</b>	2023
<a href="#">Quixote Center Incorporated</a>	MD	\$574,103	Executive Director	\$117,439	<b>\$123,873</b>	2025
<a href="#">Presbyterian Peace Fellowship</a>	NY	\$301,663	Int. Exec Di	\$59,319	<b>\$63,909</b>	2023
<a href="#">World Beyond War</a>	VA	\$586,603	Executive Director	\$60,000	<b>\$67,090</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">International Society For</a>	TX	\$655,753	President	\$18,000	<b>\$20,852</b>	2024
<a href="#">Center For Civil Society And Democracy In Syria</a>	DC	\$656,886	Director	\$62,745	<b>\$65,647</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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** 18 organizations. Compensation range \$4,126–\$142,815; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$441,691); for reference, expenses \$442,288 and assets \$331,875.

**ROLE MATCH** Kelly Bartlett, reported title "*Director*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	17 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	22 <sup>nd</sup>
Reportable pay only (column D), adjusted	17 <sup>th</sup>
All sources (D + E + F), adjusted	17 <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

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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 (Kelly Bartlett) 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 18 similarly situated organizations (Same NTEE sector (Q40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$42,200 is reasonable (approximately the 17<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.