

This analysis benchmarks the total compensation of **Rachel Fleming, Executive Director / CEO** (\$58,458) against **every comparable organization** that fit the selection criteria — **115** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **67th** percentile of comparable organizations within the typical range

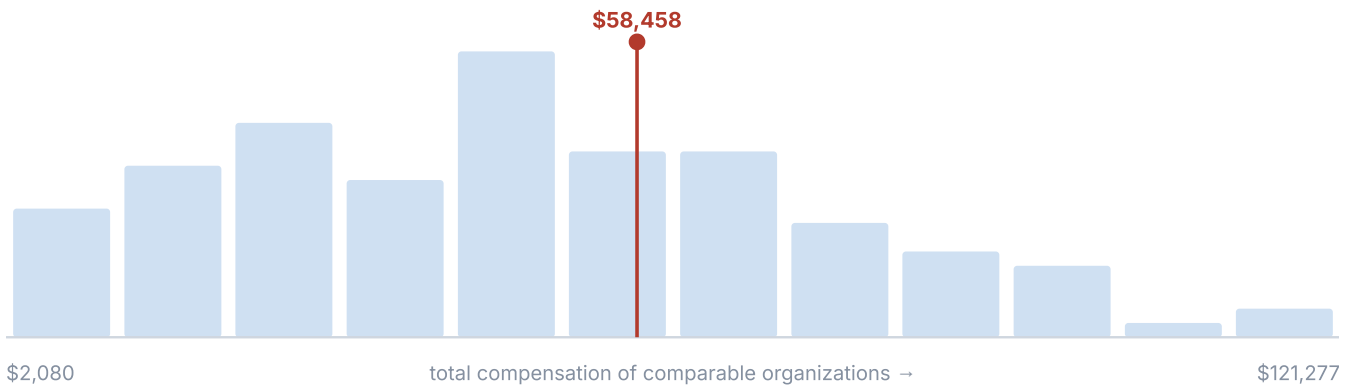
Benchmarked executive: Rachel Fleming — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P40).
BUDGET	Total revenue between \$124,242 and \$278,154 — 0.67x to 1.50x the subject's \$185,436 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P40), nationwide + budget 0.67–1.5x revenue.

115 organizations qualified on sector, size, and geography → **115** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,186	\$28,052	\$46,858	\$65,366	\$85,180	\$58,458
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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 CO 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
Instituto Del Hogar Celia Y Harris Bunker Inc	PR	\$185,705	Executive Director	\$46,493	\$47,866	2023
Embraced International Inc	NC	\$184,336	Executive Director	\$24,207	\$26,855	2023
Childrens Center Of Transylvania County Inc	NC	\$184,128	Exec Dir	\$50,250	\$55,747	2023
Do Your Children Believe Inc	GA	\$187,895	President	\$38,449	\$41,509	2023
The Toby Center For Family	FL	\$188,296	Ceo	\$69,639	\$68,226	2024
Cutliff Grove Family Resource	GA	\$180,982	Executive Di	\$27,069	\$28,385	2024
Scholl Community Impact Group Inc	WI	\$190,051	Volunteer	\$2,800	\$3,050	2024
Be The Village Inc	KY	\$190,612	Executive Di	\$24,462	\$27,408	2024
Hawaii Family Forum	HI	\$193,474	President / Ceo	\$62,452	\$60,034	2023
Family Promise Of Irving	TX	\$177,050	Executive Director	\$50,219	\$52,389	2024
United Services For Effective Parenting Ohio Inc	OH	\$176,743	Executive Director	\$84,825	\$93,696	2024
Martin Area Resource Center	MI	\$174,732	Executive Di	\$25,245	\$27,978	2023
Pregnancy And Family Services	AL	\$174,575	Executive Director	\$39,684	\$44,711	2024
Black Lives Matter 5280	CO	\$174,327	Board Chairperson	\$104,100	\$107,175	2023
Real Dads Network Incorporated	NY	\$172,618	President	\$21,176	\$19,956	2024
See Forward Ukraine Inc	MA	\$172,141	Executive Dir.	\$50,000	\$46,858	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Cov Co Partnership For Children	AL	\$171,144	Treasurer	\$8,400	\$9,743	2023
Chester-andover Family Center	VT	\$200,245	Thrift Shop Manager	\$26,794	\$28,125	2024
The Tree House Foundation Inc	FL	\$170,518	Executive Director	\$53,323	\$52,241	2024
Jennings County Council On Domestic Violence Inc	IN	\$169,801	Executice Director	\$53,257	\$58,571	2024
Radical Love	IL	\$169,699	President	\$32,632	\$33,457	2024
Trotter House Of Evansville Inc	IN	\$201,252	Chief Executive Officer	\$31,503	\$35,670	2023
Pregnancy Resources Of Mississippi	MS	\$202,384	Executive Director	\$42,024	\$50,253	2023
Families First Inc	PA	\$168,206	Director	\$72,064	\$73,014	2025
Pattys Hope	VA	\$203,539	Executive Director	\$49,109	\$49,450	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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 115 organizations. Compensation range \$2,080–\$121,277; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$185,436); for reference, expenses \$201,399 and assets \$644,933.

ROLE MATCH Rachel Fleming, reported title "*Executive Director*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	67 th
Total compensation (D + F), as reported (no adjustments)	70 th
Reportable pay only (column D), adjusted	70 th
All sources (D + E + F), adjusted	64 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 (Rachel Fleming) 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 115 similarly situated organizations (Same NTEE sector (P40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$58,458 is reasonable (approximately the 67th 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.