

Urban Family Outreach Inc

Executive Director / CEO

EIN 912155806

TN · NTEE P30

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Karen Nelle Daniel, Executive Director / CEO** (\$36,643) against **every comparable organization** that fit the selection criteria — **148** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **33rd** percentile of comparable organizations within the typical range

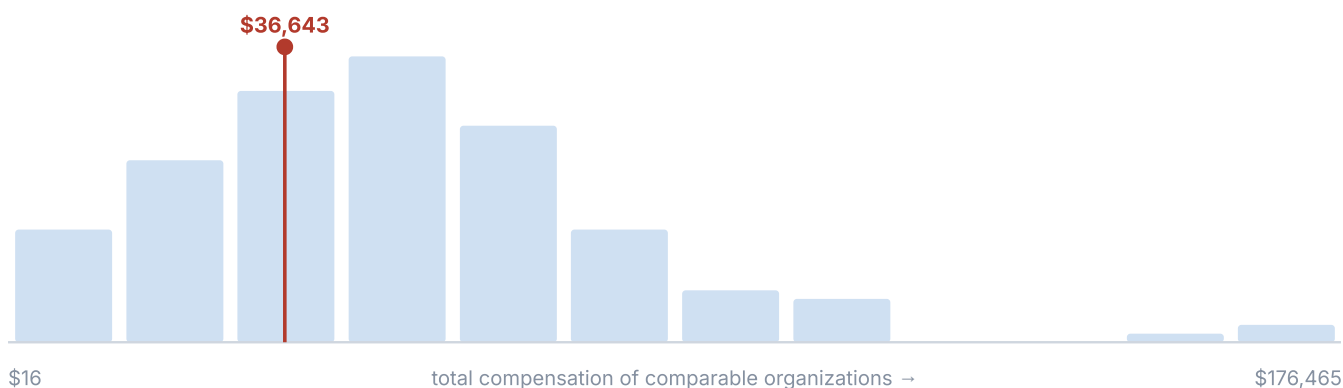
Benchmarked executive: Karen Nelle Daniel — reported title “Program Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P30).
BUDGET	Total revenue between \$151,844 and \$339,949 — 0.67x to 1.50x the subject's \$226,633 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P30), nationwide + budget 0.67–1.5x revenue.

148 organizations qualified on sector, size, and geography → **148** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,678	\$31,083	\$50,549	\$67,450	\$87,035	\$36,643
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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
Ladders For Leaders	TX	\$226,245	Founder/president	\$55,000	\$50,839	2024
City Without Orphans	CA	\$227,532	Former Executive Director	\$59,138	\$47,187	2024
Advo-kids Casa Inc	GA	\$227,759	Executive Dir.	\$41,438	\$37,509	2025
Southeast Casa Program	SD	\$228,923	Executive Di	\$58,483	\$59,642	2024
Restore Childhood	NY	\$229,711	Founder	\$40,000	\$33,400	2024
Speak Our Minds Ending The Youth Mental	CO	\$223,129	Executive Director	\$199,158	\$176,465	2024
New Creations Ministries Inc	MI	\$230,355	Executive Di	\$40,000	\$38,151	2024
Counseling Inc	OK	\$221,903	Exec Director	\$58,975	\$61,780	2023
Edward Pierce Center For Autism Inc	MS	\$221,540	Registered Behavior Tech	\$19,061	\$20,196	2023
A Positive Attitude Outlook Of Southern	CA	\$220,407	Executive Director	\$51,356	\$42,189	2023
Borderland Cheer And Dance	NM	\$220,198	Denny	\$54,600	\$54,266	2024
Fostering Sweet Dreams Inc	OK	\$220,043	Executive Director	\$23,000	\$23,403	2024
Jeoc-jireh Empowerment Outreac	NC	\$219,814	President	\$22,080	\$21,705	2023
Indiana Chapter Of National	IN	\$218,937	Executive Di	\$97,988	\$95,487	2024
Pointters Community Initatives	WI	\$218,289	Ceo	\$71,923	\$69,410	2024
Casa Of St Croix County Inc	WI	\$235,690	Executive Di	\$67,803	\$65,434	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Reinspire	TX	\$235,882	Executive Di	\$39,164	\$36,201	2024
Safe Talk For Teens	NV	\$216,440	President/director	\$84,050	\$77,852	2024
Boys & Girls Club Of Central Sw Iowa	IA	\$236,854	Administrator	\$48,700	\$49,274	2024
Child Advocacy Center Of Grant Co	IN	\$237,701	Executive Di	\$66,082	\$66,297	2023
Marthas Vineyard Youth Task Force Inc	MA	\$238,323	President	\$18,545	\$15,003	2025
Hicks-wright Corporation Aurora	IL	\$214,705	Hicks	\$57,450	\$52,191	2024
House Of Healing Inc	OK	\$214,185	Chief Executive Officer	\$54,056	\$55,002	2024
Lil Iguanas Child Safety Found	NH	\$213,976	Exec Director	\$41,600	\$35,495	2024
Child Advocacy Centers Of Wisconsin	WI	\$239,529	Executive Director	\$82,688	\$79,798	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 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 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 **148** organizations. Compensation range \$16–\$176,465; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$226,633); for reference, expenses \$196,347 and assets \$257,503.

ROLE MATCH Karen Nelle Daniel, reported title "*Program 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.**

RELATED-ORG PAY 3 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	33 rd
Total compensation (D + F), as reported (no adjustments)	28 th
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	32 nd

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 (Karen Nelle Daniel) 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 148 similarly situated organizations (Same NTEE sector (P30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$36,643 is reasonable (approximately the 33rd 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.