

Route 21

Executive Director / CEO

EIN 920391303

WA · NTEE P32

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Charles Newell, Executive Director / CEO** (\$142,000) against **every comparable organization** that fit the selection criteria — **50** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **98th** percentile of comparable organizations above the 90th percentile — board review recommended

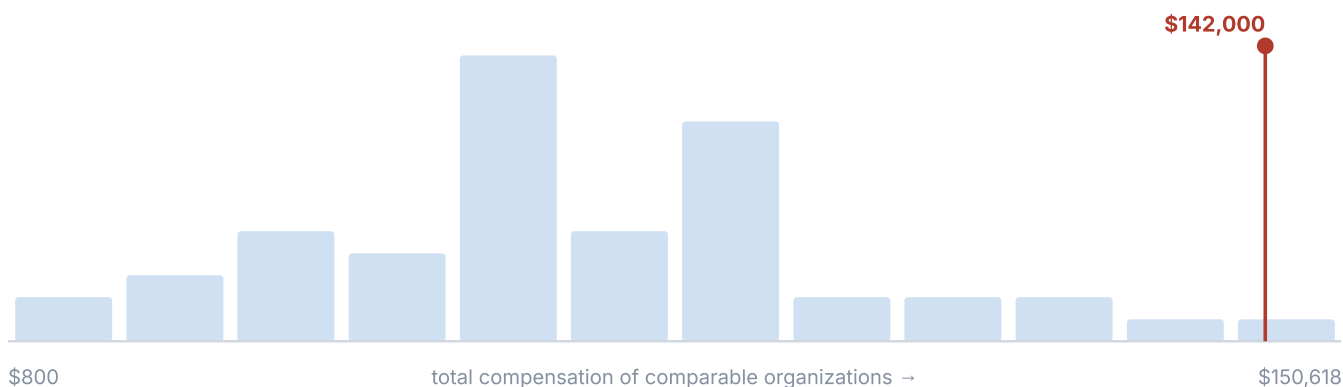
Benchmarked executive: Charles Newell — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P32).
BUDGET	Total revenue between \$269,521 and \$603,406 — 0.67x to 1.50x the subject's \$402,271 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P32), nationwide + budget 0.67–1.5x revenue.

50 organizations qualified on sector, size, and geography → **50** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$26,838	\$48,753	\$62,230	\$83,082	\$101,777	\$142,000
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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 WA 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
Raise Montana	MT	\$402,148	Executive Dir.	\$19,651	\$23,660	2024
Bighouse Inc	AL	\$397,130	Executive Director	\$44,000	\$54,662	2023
Muslim Foster Care Association	MI	\$413,023	Executive Director	\$45,777	\$54,333	2023
Homes With Hope Inc	TX	\$386,833	Executive Director	\$88,250	\$101,513	2023
Fostering Hope Inc	OK	\$422,956	Executive Director	\$65,000	\$79,943	2024
H3 Collective	NC	\$381,162	Executive Director	\$105,000	\$121,180	2024
Fostering Change For Children Ltd	NY	\$427,029	Ceo&co-founder	\$144,950	\$150,618	2023
Gf Adult Foster Care Homes Inc	MI	\$427,576	President/ceo	\$87,750	\$104,152	2023
Foster Together	MO	\$373,510	Executive Director	\$30,939	\$36,601	2024
Fostering The Family	SC	\$373,249	Ceo	\$48,000	\$55,931	2024
Hunterdon Youth Services Inc	NJ	\$437,926	Chief Executive Officer	\$65,919	\$65,737	2024
Covenant Children's Home Inc	FL	\$438,528	Executive Director	\$80,000	\$86,421	2023
Roots And Wings Inc	KS	\$439,016	Executive Director	\$65,000	\$78,433	2024
Good Shepherd Children's Home	TN	\$362,589	Assistant Treasurer/direct	\$6,000	\$7,044	2024
Fostering Family Ministries Inc	OH	\$443,658	Executive Di	\$56,032	\$68,244	2023
Family Network Foundation Of North Texas	TX	\$359,061	Executive Director	\$101,700	\$113,628	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Choices Network Systems Inc	FL	\$446,975	Vice President / Director	\$60,831	\$63,828	2024
Mount Zion Day Care Inc	IN	\$447,751	Executive Director	\$42,738	\$50,340	2024
Little Lambs Ministry	IL	\$353,511	President	\$73,650	\$80,874	2024
The Deland Receiving Home Inc	WI	\$454,463	Treasurer	\$23,310	\$27,191	2024
Aa Swartz Adoption Attorneys And	MI	\$457,230	President	\$28,915	\$33,335	2024
Worthdays	VA	\$347,082	President/executive Direct	\$53,374	\$57,561	2024
Nagomi Foster Homes	HI	\$458,650	President, Treasurer, Secr	\$54,171	\$58,058	2022
Embrace Washington	WA	\$342,430	Executive Director	\$80,842	\$80,842	2024
Court Appointed Special Advocate Program	MD	\$467,054	Executive Director	\$766	\$800	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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 50 organizations. Compensation range \$800–\$150,618; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$402,271); for reference, expenses \$234,419 and assets \$201,635. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Charles Newell, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	98 th
Total compensation (D + F), as reported (no adjustments)	98 th
Reportable pay only (column D), adjusted	98 th
All sources (D + E + F), adjusted	98 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 (Charles Newell) 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 50 similarly situated organizations (Same NTEE sector (P32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$142,000 is reasonable (approximately the 98th 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.