

Benji Project

Executive Director / CEO

This analysis benchmarks the total compensation of **Heather Mcrae-woolf, Executive Director / CEO** (\$65,132) against **every comparable organization** that fit the selection criteria — **105** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **54th** percentile of comparable organizations within the typical range

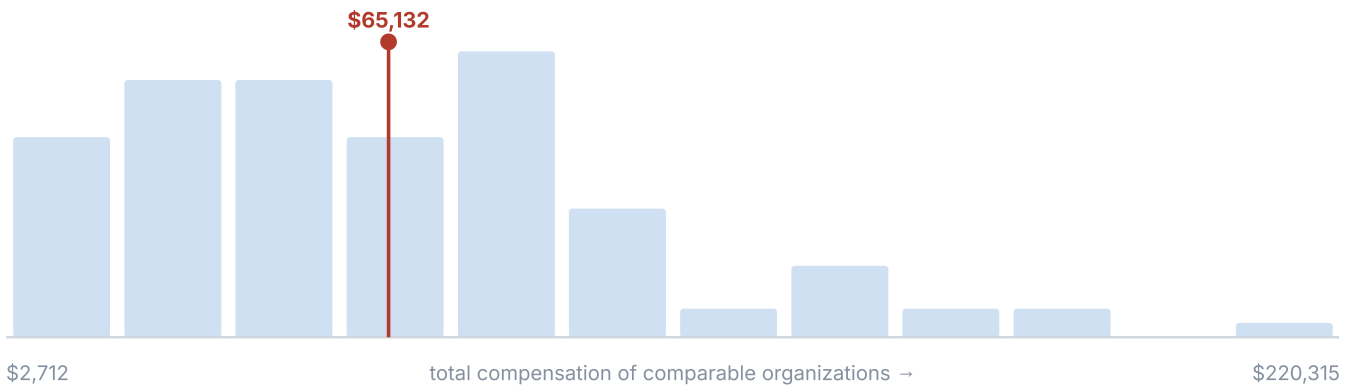
Benchmarked executive: Heather Mcrae-woolf — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F60).
BUDGET	Total revenue between \$169,613 and \$379,732 — 0.67x to 1.50x the subject's \$253,155 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F60), nationwide + budget 0.67–1.5x revenue.

105 organizations qualified on sector, size, and geography → **105** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,334	\$33,511	\$58,961	\$88,856	\$121,641	\$65,132
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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
Yesh Tikva Inc	CA	\$253,135	Executive Dir.	\$70,655	\$72,015	2023
Hepc Alliance Inc	MO	\$253,053	Executive Director	\$70,323	\$87,916	2023
Fields Of Grace Ministries Inc	GA	\$253,311	Executive Dir.	\$9,000	\$10,375	2024
Living Scripture Institute	PA	\$254,423	President	\$13,962	\$15,963	2024
Chazkeinu	MD	\$251,725	Ceo	\$74,041	\$79,362	2024
Michiana Biblical Counseling Center Inc	IN	\$254,975	Executive Director	\$57,015	\$68,934	2024
4c Children And Family	CA	\$251,266	Ceo	\$10,075	\$9,975	2024
Firecracker Foundation	MI	\$255,487	Co-director	\$43,776	\$53,333	2023
Anathallo Counseling Center	PA	\$250,489	Executive Director	\$156,985	\$179,484	2024
Center For Early Childhood Connections	CA	\$256,654	Secretary And Co-executive Director	\$49,038	\$49,981	2023
Positive Communication Practices Inc	CA	\$256,977	President	\$93,460	\$95,257	2023
Fhgr Inc	KY	\$248,728	Executive Di	\$38,182	\$47,030	2024
Adams Place	NV	\$245,465	Executive Dir.	\$64,000	\$73,549	2024
Domestic Outreach Corporation	PA	\$244,729	President	\$27,000	\$30,869	2024
Lee's Summit Cares	MO	\$244,636	Executive Director	\$80,000	\$97,145	2024
Terri Schiavo Life & Hope Network Inc	FL	\$261,768	President	\$74,896	\$80,666	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Families Reaching Into Each New Day Inc	RI	\$262,237	Pres./exec.dir.	\$19,500	\$21,437	2024
Caldwell-clark	CA	\$242,381	President	\$29,600	\$29,304	2024
Prairie Sky Counseling Center Inc	KS	\$264,693	Executive Director	\$130,261	\$161,340	2024
Authentic Hope Center For Peace &	OR	\$240,216	Executive Dir.	\$72,327	\$79,281	2023
Path Of Life	WA	\$239,938	Executive Di	\$67,725	\$69,517	2024
Gabriel Project Of West Virginia	WV	\$266,558	Executive Director	\$42,990	\$54,942	2023
Misty Mountain Family Enrichment	FL	\$266,918	Ceo/pres/sec	\$82,500	\$88,856	2024
Athens Parent Wellbeing Inc	GA	\$267,329	Executive Director	\$17,500	\$20,174	2024
Emerge Center For Social And Emotional Learning	CA	\$267,436	Executive Director	\$37,352	\$36,978	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 2025 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 105 organizations. Compensation range \$2,712–\$220,315; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$253,155); for reference, expenses \$265,078 and assets \$132,904.

ROLE MATCH Heather Mcrae-woolf, reported title "*Executive Director*", 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	2 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	54 th
Total compensation (D + F), as reported (no adjustments)	59 th
Reportable pay only (column D), adjusted	56 th
All sources (D + E + F), adjusted	53 rd

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 (Heather Mcrae-woolf) 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 105 similarly situated organizations (Same NTEE sector (F60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$65,132 is reasonable (approximately the 54th 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.