

Pacific Living Alternatives

Executive Director / CEO

EIN 954253163
 CA · NTEE P99Z
 FY ending 2024-06-30
 June 9, 2026

This analysis benchmarks the total compensation of **Barbara Firestone Phd, Executive Director / CEO** (\$31,801) against **every comparable organization** that fit the selection criteria — **30** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **53rd** percentile of comparable organizations within the typical range

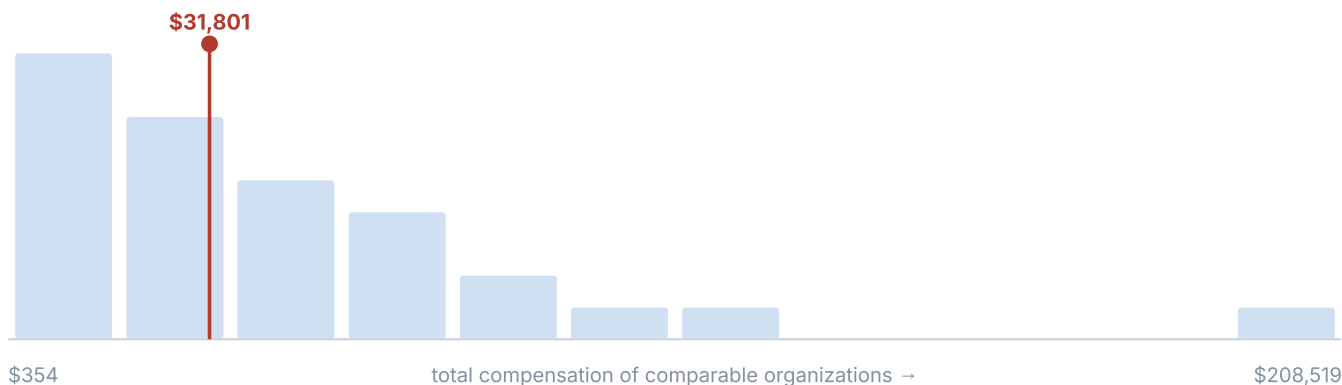
Benchmarked executive: Barbara Firestone Phd — reported title "President & CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P99Z).
BUDGET	Total revenue between \$71,935 and \$161,049 — 0.67x to 1.50x the subject's \$107,366 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P99), nationwide + budget 0.67–1.5x revenue.

30 organizations qualified on sector, size, and geography → **30** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$1,701	\$16,054	\$30,361	\$57,905	\$82,516	\$31,801
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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
Fairmont Area Kinship Inc	MN	\$105,789	Executive Di	\$22,959	\$27,048	2023
Masons Mission Foundation Inc	NY	\$104,780	President	\$15,800	\$16,534	2024
Foundations For Living Inc	GA	\$110,518	Director	\$47,499	\$55,309	2024
Alpha Family Center Of	MI	\$111,253	Executive Di	\$11,075	\$13,238	2024
H2o Missions Inc	OH	\$111,877	Treasurer/se	\$32,400	\$39,741	2024
Vermont Association Of Senior Centers And Meal Providers	VT	\$113,923	Ex. Director	\$65,810	\$76,710	2024
Fiona Jackson Center For Pregnancy Inc	FL	\$97,152	Exec Director	\$41,356	\$46,322	2023
Manda Strong Foundation Inc	TX	\$95,458	Executive Director	\$15,000	\$17,890	2023
Pottsville Firemans Relief Trust	PA	\$93,437	Treasurer	\$1,500	\$1,732	2024
By Their Side Inc	MD	\$121,317	Executive Director	\$80,943	\$87,636	2024
Southwest Colorado Accelerator Prog	CO	\$90,333	Executive Di	\$106,416	\$121,660	2023
Nursing Foundation Of Pennsylvania	PA	\$90,107	Ceo	\$1,194	\$1,419	2023
Jb Line Inc	MA	\$125,227	President	\$35,190	\$37,702	2023
Conaxion Inc	CA	\$126,782	President	\$23,500	\$24,194	2023
Christian Social Services Cent	KY	\$128,678	Director	\$32,954	\$39,945	2025
Sterling Community Center Inc	AK	\$85,767	President	\$532	\$589	2024
Mlife	CA	\$82,885	President	\$30,713	\$31,620	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
On Our Own Of Cecil County Inc	MD	\$133,190	Executive Director	\$33,195	\$37,001	2023
Upstream Access	OR	\$137,544	Secretary	\$9,275	\$9,975	2024
Roger L Von Amelunxen Foundation Inc	NY	\$137,553	Vice-pres, secretary & Dire	\$18,200	\$19,046	2024
Interplanetary Help Desk	TX	\$139,534	President	\$24,401	\$29,102	2023
Indian Center Inc	NE	\$73,913	Acting Executive Director	\$12,394	\$15,894	2023
The Literacy Center For Dyslexia I	FL	\$141,696	President	\$6,625	\$7,207	2024
Thrive 360 Ministries Inc	FL	\$146,224	President	\$75,324	\$81,947	2024
Lafayette Fire Department Relief	MN	\$148,445	Secretary	\$300	\$354	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.

Sample, role match & sensitivity

PEER COUNT	30 organizations. Compensation range \$354–\$208,519; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$107,366); for reference, expenses \$113,863 and assets \$409,507.
ROLE MATCH	Barbara Firestone Phd, reported title <i>"President & CEO"</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	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	53 rd
Total compensation (D + F), as reported (no adjustments)	53 rd
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	100 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 (Barbara Firestone Phd) 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 30 similarly situated organizations (Same NTEE sector (P99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$31,801 is reasonable (approximately the 53rd 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.