

Thelma Pearl Howard Foundation

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Carol Bradford, Executive Director / CEO** (\$53,882) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **74th** percentile of comparable organizations within the typical range

Benchmarked executive: Carol Bradford — reported title "SECRETARY", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

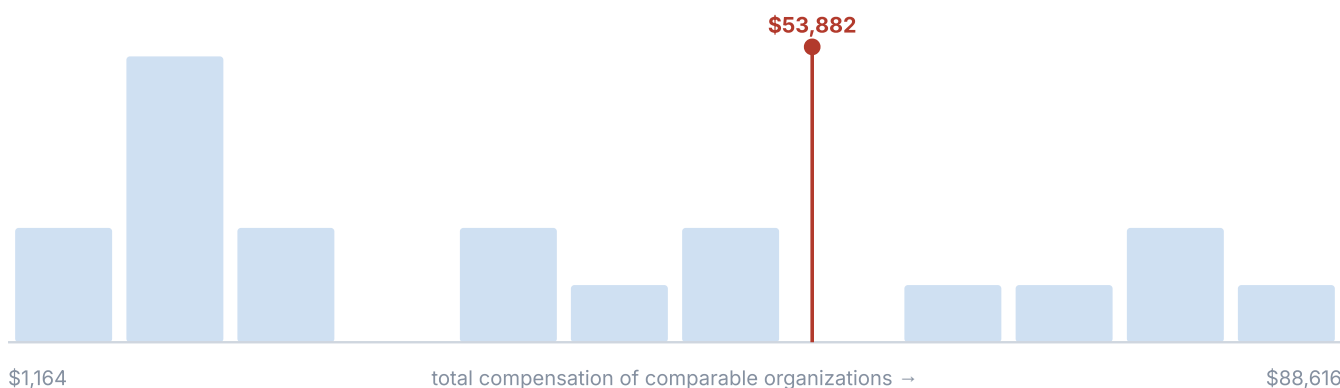
SECTOR Organizations sharing the subject's NTEE classification (T110).

BUDGET Total revenue between \$20,895 and \$46,782 — 0.67x to 1.50x the subject's \$31,188 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (T11), nationwide + budget 0.67–1.5x revenue.

19 organizations qualified on sector, size, and geography → **19** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,205	\$9,441	\$31,756	\$57,238	\$75,570	\$53,882
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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
Heritage Fund Supporting Foundation Inc	IN	\$31,427	President & Ceo	\$12,204	\$14,477	2024
Blue Water Land Fund Inc	MI	\$30,371	President/ceo	\$64,477	\$74,860	2024
The Intercommunity Foundation Inc	CT	\$32,046	Incorporator/director	\$74,347	\$78,412	2024
Tyler County Hospital Foundation	TX	\$32,741	President	\$18,081	\$20,946	2023
Wisdom Wonder Project	CA	\$33,551	President/executive Direct	\$1,164	\$1,164	2023
larca Institute For Excellence Inc	IN	\$27,107	Executive Director	\$15,000	\$17,794	2024
Ritter Charitable Trust	NV	\$35,779	Director	\$44,453	\$51,602	2023
Robert And Eileen Sill Family Foundation	OH	\$26,365	Assistant Secretary	\$37,656	\$46,188	2023
Providence Animal Center Foundation	PA	\$25,836	Executive Director	\$8,213	\$9,485	2023
Kr Fund Inc	MD	\$25,146	President & Public Dir. Until 07/24	\$30,197	\$31,756	2024
Leonard And Diane Sherman Family	IL	\$23,334	Treasurer	\$80,133	\$88,616	2024
Dentaquest Care Group Inc	MA	\$39,146	President/director [7/20/2024 - 12/31/2024]	\$62,202	\$62,874	2024
Tupper Family Foundation	NJ	\$21,944	Trustee	\$6,184	\$6,211	2024
The Real Estate Trust Of Silicon Valley Community	CA	\$21,903	President	\$74,236	\$72,106	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Foundation						
Nathalie & Theodore Jones Charitable	MA	\$42,445	Trustee	\$9,197	\$9,296	2024
Nathalie & Theodore Jones Charitable	MA	\$42,944	Trustee	\$8,363	\$8,703	2023
Lezah Stenger Foundation	MO	\$43,227	Director	\$35,676	\$42,503	2024
Vogt Family Affiliated Fund Of The Okc	OK	\$46,138	Secretary	\$25,864	\$32,982	2023
Nathalie & Theodore Jones Charitable	MA	\$46,636	Trustee	\$9,296	\$9,396	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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 19 organizations. Compensation range \$1,164–\$88,616; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$31,188); for reference, expenses \$415,708 and assets \$4,539,682. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Carol Bradford, reported title "*SECRETARY*", 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 15 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	74 th
Total compensation (D + F), as reported (no adjustments)	74 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	58 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 (Carol Bradford) 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 19 similarly situated organizations (Same NTEE sector (T11), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$53,882 is reasonable (approximately the 74th 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.