

The River Center Family & Community

Executive Director / CEO

EIN 223181410

NH · NTEE P99

FY ending 2024-08-31

June 9, 2026

This analysis benchmarks the total compensation of **Margaret Nelson, Executive Director / CEO** (\$59,710) against **every comparable organization** that fit the selection criteria — **193** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

Benchmarked executive: Margaret Nelson — 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 (P99).
BUDGET	Total revenue between \$320,994 and \$718,644 — 0.67x to 1.50x the subject's \$479,096 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P99), nationwide + budget 0.67–1.5x revenue.

193 organizations qualified on sector, size, and geography → **193** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$22,290	\$44,199	\$72,657	\$93,910	\$127,038	\$59,710
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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 NH 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
Order Our Steps	CA	\$479,696	Owner	\$80,000	\$77,023	2023
Pennsylvania Head Start Association	PA	\$480,077	Executive Di	\$97,728	\$105,546	2024
City Lights Ministry	NC	\$476,444	President	\$39,520	\$45,530	2023
The Wisdom Dojo Inc	DE	\$484,046	Executive Di	\$67,250	\$71,313	2024
Lend A Hand Foundation	CA	\$473,847	Executive Dir.	\$62,330	\$58,289	2024
John Hobson Ministries Inc	KY	\$473,480	President	\$88,200	\$102,624	2024
Homeless Angels	MI	\$472,709	Director	\$22,432	\$25,075	2024
Hope Diamond Services Inc	GA	\$472,606	Director	\$15,060	\$16,884	2023
Benefits Management Inc	NC	\$485,974	Director	\$96,715	\$111,423	2023
Revive & Thrive Project	MI	\$471,002	Executive Director	\$78,000	\$87,191	2024
Project Sweet Peas	RI	\$469,835	Executive Dir.	\$35,000	\$36,346	2024
Csra Foundation Property Holdings Inc	GA	\$490,600	President/ceo	\$42,060	\$47,153	2023
World Of God Inc	NC	\$490,966	Executive Dir.	\$72,000	\$80,570	2024
Greater Impact Inc	MT	\$491,290	Executive Dir.	\$64,940	\$78,050	2023
The Dawson Community Empowerment Corporation	GA	\$466,722	President	\$18,000	\$20,180	2023
Corner Cupboard Food Bank Inc	PA	\$491,750	Executive Di	\$59,690	\$64,465	2024
Ignis Community Inc - Sunyang Hana	TX	\$464,774	Us Operations Manager & Secretary	\$23,671	\$25,644	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Kings Daughters Ministry	NC	\$464,639	President Founder	\$12,000	\$13,824	2023
Compassionate Sharing Inc	OK	\$464,459	Director	\$31,500	\$38,674	2023
Partners In Hope Incorporated	OH	\$494,128	Executive Di	\$52,000	\$59,647	2024
Open T R A I L Inc	TX	\$494,585	Executive Director / Presi	\$33,107	\$36,925	2023
A Touch Of Understanding	CA	\$461,630	Executive Dire	\$63,407	\$61,048	2023
Children's Advocacy Center Of Erie	PA	\$461,530	Executive Di	\$71,813	\$77,558	2024
Tampa Connect Group Inc	FL	\$496,952	President	\$46,750	\$47,563	2024
Lawrence Ltd	MA	\$461,183	Vp	\$96,600	\$96,787	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NH 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 NH 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	193 organizations. Compensation range \$819–\$598,603; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$479,096); for reference, expenses \$436,794 and assets \$319,422.
ROLE MATCH	Margaret Nelson, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	10 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 5 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	35 th
Total compensation (D + F), as reported (no adjustments)	39 th
Reportable pay only (column D), adjusted	37 th
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 (Margaret Nelson) 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 193 similarly situated organizations (Same NTEE sector (P99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$59,710 is reasonable (approximately the 35th 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.