

Navigating From Good To Great Foundation

Executive Director / CEO

June 10, 2026

This analysis benchmarks the total compensation of **Carl Blackstone, Executive Director / CEO** (\$20,683) against **every comparable organization** that fit the selection criteria — **314** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12th** percentile of comparable organizations below the typical range for comparable organizations

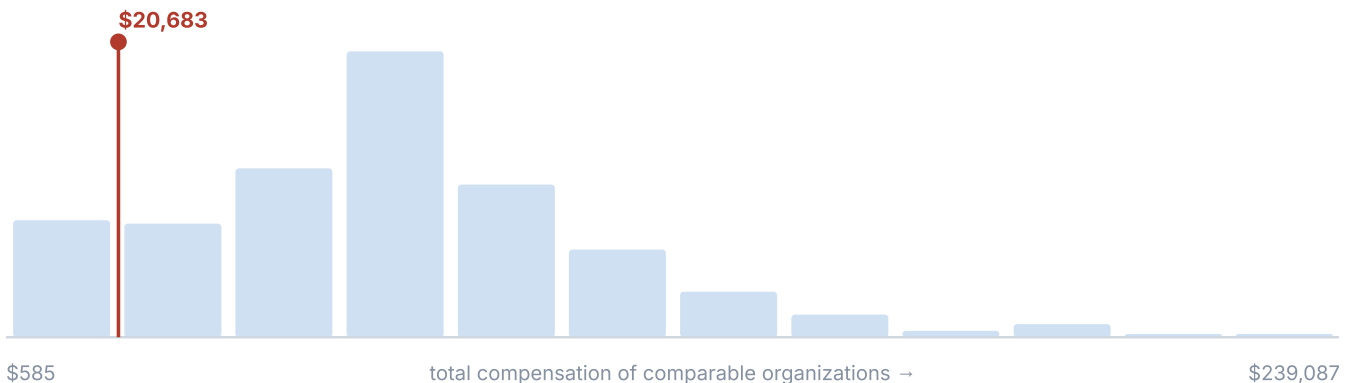
Benchmarked executive: Carl Blackstone — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20).
BUDGET	Total revenue between \$304,372 and \$681,432 — 0.67x to 1.50x the subject's \$454,288 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

314 organizations qualified on sector, size, and geography → **314** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,170	\$44,296	\$67,136	\$87,087	\$117,879	\$20,683
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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 SC 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
Woodhaven District Management	NY	\$454,160	Executive Dir.	\$65,772	\$56,970	2024
Next Step Learning Center Inc	CA	\$453,357	Board President	\$150,000	\$124,156	2024
The 516 Project Inc	VA	\$456,330	President	\$76,650	\$70,941	2024
Fw4k Enterprise Inc	FL	\$452,226	Executive Director	\$72,000	\$64,835	2024
San Ysidro Improvement Corporation	CA	\$456,534	Executive Director	\$115,074	\$98,061	2023
Wellfleet Preservation Hall Inc	MA	\$456,639	Executive Di	\$92,000	\$79,246	2024
Conway Downtown Alive Inc	SC	\$457,137	Executive Director	\$73,363	\$73,363	2024
Catholic Community Relations	NY	\$450,000	Executive Director	\$276,028	\$239,087	2024
Integrative Communities Inc	CA	\$449,798	—	\$72,572	\$60,068	2024
100 Black Men Greater Mobile Inc	AL	\$458,808	Executive Director	\$50,995	\$52,808	2024
Riverfront Plaza Garage Management	NJ	\$459,223	President	\$33,427	\$29,453	2023
Neighborhood Engagement Hub	MI	\$460,324	Executive Director	\$77,599	\$76,775	2024
Sabana Grande Community And Economic Development	PR	\$447,371	President	\$66,800	\$68,773	2023
Madison Ave - Crossroads Community	NJ	\$446,823	Executive Di	\$97,183	\$83,172	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Community Chest Of Knox Co Inc	TN	\$461,949	President	\$6,000	\$6,045	2024
Neighborhood Conservation Services	OH	\$446,181	Exec Dir	\$59,246	\$61,926	2023
Staten Island Immigrant Center	NY	\$445,062	Executive Director	\$66,167	\$57,312	2024
Hbcu Cares	AL	\$463,977	Part-year Executive Director	\$59,500	\$61,616	2024
Mt Airy Community Services Corp	PA	\$464,584	President	\$45,000	\$44,286	2023
Castle Hill District Management Association Inc	NY	\$465,000	Executive Director	\$34,094	\$29,531	2024
Mobilisation Lab Collective Inc	NY	\$465,600	Officer	\$23,071	\$20,573	2023
Teachers Supporting Teachers	IL	\$465,984	Executive Director	\$125,189	\$117,974	2024
360 Detroit Inc	MI	\$442,089	President	\$70,004	\$69,261	2024
West Virginia Land Stewardship	WV	\$442,083	Executive Director	\$50,000	\$53,426	2023
Family First Center Of Lake County	IL	\$466,631	Executive Dir.	\$84,285	\$81,774	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to SC 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 SC 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	314 organizations. Compensation range \$585–\$239,087; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$454,288); for reference, expenses \$515,725 and assets \$500,356.
ROLE MATCH	Carl Blackstone, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	19 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	8 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	12 th
Total compensation (D + F), as reported (no adjustments)	11 th
Reportable pay only (column D), adjusted	0 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 (Carl Blackstone) 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 10, 2026, comparing compensation against 314 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,683 is reasonable (approximately the 12th 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 10, 2026.