

Delaware Community Investment

Executive Director / CEO

EIN 223080881
 DE · NTEE L200
 FY ending 2024-12-31
 June 10, 2026

This analysis benchmarks the total compensation of **Susan Frank, Executive Director / CEO** (\$34,362) against **every comparable organization** that fit the selection criteria — **311** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **37th** percentile of comparable organizations within the typical range

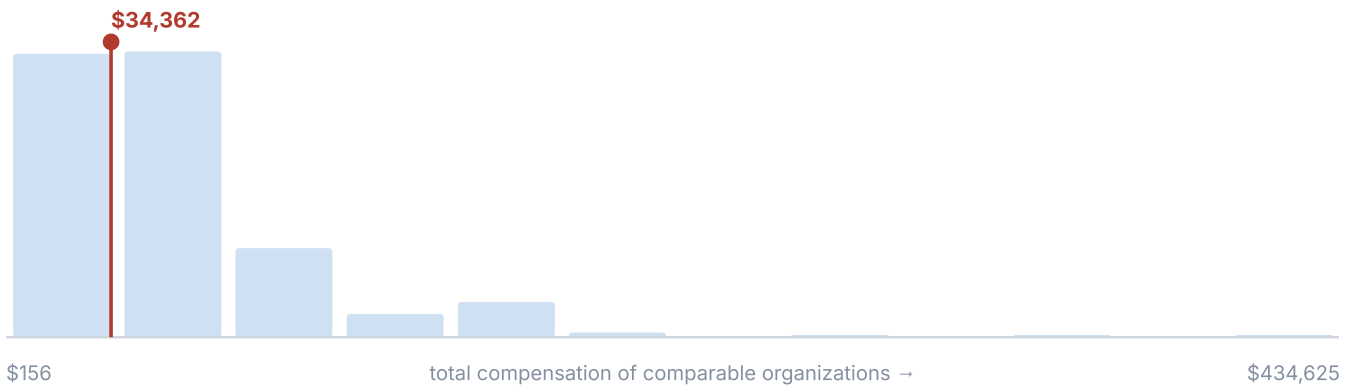
Benchmarked executive: Susan Frank — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L200).
BUDGET	Total revenue between \$329,197 and \$737,008 — 0.67x to 1.50x the subject's \$491,339 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

311 organizations qualified on sector, size, and geography → **311** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,120	\$21,706	\$46,323	\$68,317	\$106,057	\$34,362
----------	----------	----------	----------	-----------	-----------------



■ 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 DE 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
Humboldt Bay Housing Development Corp	CA	\$491,172	Cfo	\$32,291	\$28,477	2024
Center On Independent Living Community Development Corporation	TX	\$491,165	Executive Director	\$53,282	\$54,433	2024
Winwood Apartments Inc	IL	\$490,892	President & Ceo	\$6,958	\$7,193	2023
Ucc Xxi Inc	OH	\$490,478	Treasurer	\$34,230	\$38,120	2023
63 Thompson Street Housing Development	NY	\$492,372	President/ceo	\$162,116	\$154,029	2023
Assurance Development And Management Corporation	TN	\$490,008	Employee	\$5,669	\$5,929	2025
Azteca Economic Development Corp	TX	\$489,922	Manager	\$46,103	\$47,099	2024
Lower East Side Coalition Housing	NY	\$493,039	Secretary	\$125,696	\$116,000	2024
Grace View Manor Housing Development	NY	\$494,842	President	\$46,401	\$44,087	2023
Habitat For Humanity Of	CO	\$495,440	Executive Di	\$85,500	\$83,729	2024
Coeur Dalene Homes Inc	ID	\$495,700	Executive Dir.	\$157,687	\$176,377	2023
Cantebria Senior Homes	CO	\$486,554	President	\$22,009	\$21,553	2024
Gap Community Center	IL	\$497,217	Board Chair	\$55,055	\$53,853	2025
Community Housing In Partnership Inc	NJ	\$485,000	President	\$30,000	\$28,163	2023
Texas Community Builders	TX	\$497,931	Ceo	\$188,912	\$188,019	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Cohome Inc	NJ	\$484,465	Executive Director	\$6,667	\$6,079	2024
St Paul Church Of God In Chris	IL	\$498,390	Executive Dire	\$57,528	\$59,467	2023
Sacred Heart Village Ii Inc	DE	\$499,085	Executive Director	\$14,243	\$14,243	2024
Habitat For Humanity Of Grays Harbor	WA	\$500,306	Administrator	\$53,113	\$49,999	2023
Nycha Ii Housing Development Fund	NY	\$500,567	President & Ceo	\$96,272	\$88,846	2024
Community Economic Development Corporation	CA	\$500,645	President	\$60,000	\$52,913	2024
Our Saviour's Manor Senior Nonprofit	MI	\$501,096	Administrator	\$57,055	\$60,144	2024
Chautauqua Community Residence Inc	NY	\$480,741	Ceo	\$54,422	\$50,224	2024
Fenway Companies Inc	MA	\$479,610	Director (As Of 5/24)	\$19,498	\$17,894	2024
Geel East 182nd Street Corporation	NY	\$479,570	Executive Director	\$28,625	\$27,198	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to DE 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 DE 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 **311** organizations. Compensation range \$156–\$434,625; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$491,339); for reference, expenses \$1,360,773 and assets \$8,611,455. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Susan Frank, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	178 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	21 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	37 th
Total compensation (D + F), as reported (no adjustments)	39 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	81 st

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 (Susan Frank) 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 311 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$34,362 is reasonable (approximately the 37th 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.