

Frederick County Healthcare Coalition

Executive Director / CEO

EIN 270492113

MD · NTEE F19

FY ending 2023-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Malcolm Furgol, Executive Director / CEO** (\$119,316) against **every comparable organization** that fit the selection criteria — **494** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **96th** percentile of comparable organizations above the 90th percentile — board review recommended

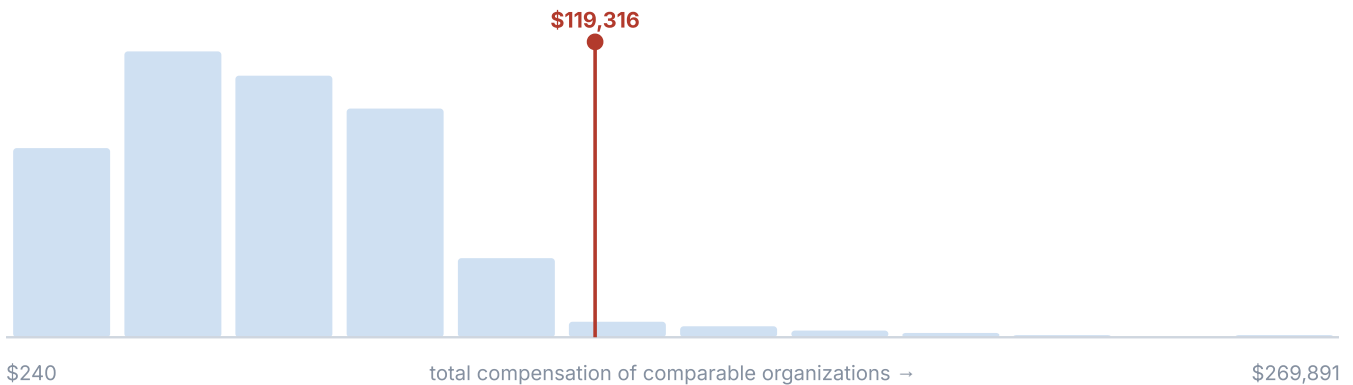
Benchmarked executive: Malcolm Furgol — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F19).
BUDGET	Total revenue between \$136,807 and \$306,285 — 0.67x to 1.50x the subject's \$204,190 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (F), nationwide + budget 0.67–1.5x revenue.

494 organizations qualified on sector, size, and geography → **494** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,449	\$29,547	\$49,082	\$72,372	\$93,580	\$119,316
----------	----------	----------	----------	----------	------------------



● 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 MD 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
Avery's Angels Foundation Inc	MO	\$204,105	Employee	\$98,417	\$108,297	2024
Chicago Veterans	IL	\$204,484	Executive Director	\$84,761	\$86,574	2024
Outsiders Anonymous	TX	\$204,614	Program Director	\$30,000	\$32,099	2023
The Good Death Foundation	CA	\$204,787	Ceo	\$4,800	\$4,433	2023
Dream Big Wellness	WA	\$204,927	President	\$81,582	\$75,885	2024
Captain Joseph House Foundation	WA	\$203,445	Executive Dir.	\$40,434	\$37,610	2024
Birdielight	OH	\$203,383	Co-founder	\$22,769	\$25,795	2023
Christian Counseling Of Mid Michigan	MI	\$205,033	Executive Director	\$40,189	\$41,986	2025
Prepare To Change Child And Family	CA	\$203,133	President/ce	\$6,200	\$5,562	2024
The Open Table	CA	\$205,254	Executive Dir.	\$91,420	\$82,015	2024
Solutions Oriented Addiction Response	WV	\$203,111	Co-director	\$38,998	\$45,165	2023
Alliance Of Mental Health Providers Of Oklahoma Inc	OK	\$205,457	Executive Director	\$42,000	\$49,468	2023
Depression And Bipolar Support Alliance	CA	\$205,574	Executive Director	\$66,000	\$60,959	2023
Kansas City Kansas Alcohol Safety	KS	\$205,633	Executive Di	\$40,000	\$44,896	2024
Renovations For Life Inc	ID	\$205,716	Secretary	\$30,155	\$33,328	2024
One Bridge To Hope Inc	KY	\$202,538	Director	\$39,700	\$45,622	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Bridge Inter Faith Services Inc	NJ	\$205,969	Chairman	\$57,600	\$53,430	2024
Oasis Recovery Community	GA	\$202,208	Secretary/tr	\$18,200	\$22,008	2021
New Life Behavioral Health Services	MD	\$202,027	Executive Director	\$33,078	\$32,129	2024
Community Counseling Institute Inc	WA	\$206,388	Director	\$48,269	\$44,898	2024
Ground Work Inc	AZ	\$206,523	Chair	\$16,000	\$15,987	2024
Family & Children Counseling Service	CA	\$201,508	Ceo	\$77,300	\$69,347	2024
Community Living Above	OR	\$201,413	Board Director And Executive Director	\$73,481	\$70,896	2024
National Sobering Collaborative	CA	\$206,984	Executive Director	\$48,753	\$45,029	2023
Capstone Recovery Center Inc	NC	\$201,000	President-executive Director	\$36,040	\$39,832	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD 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 MD 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 494 organizations. Compensation range \$240–\$269,891; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$204,190); for reference, expenses \$122,619 and assets \$230,886.

ROLE MATCH	Malcolm Furgol, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	38 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	11 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	96 th
Total compensation (D + F), as reported (no adjustments)	96 th
Reportable pay only (column D), adjusted	94 th
All sources (D + E + F), adjusted	90 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 (Malcolm Furgol) 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 494 similarly situated organizations (Same NTEE major group (F), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$119,316 is reasonable (approximately the 96th 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.