

# Molly Bears

Executive Director / CEO

This analysis benchmarks the total compensation of **Bridget Crews, Executive Director / CEO** (\$27,500) against **every comparable organization** that fit the selection criteria — **20** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **15<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

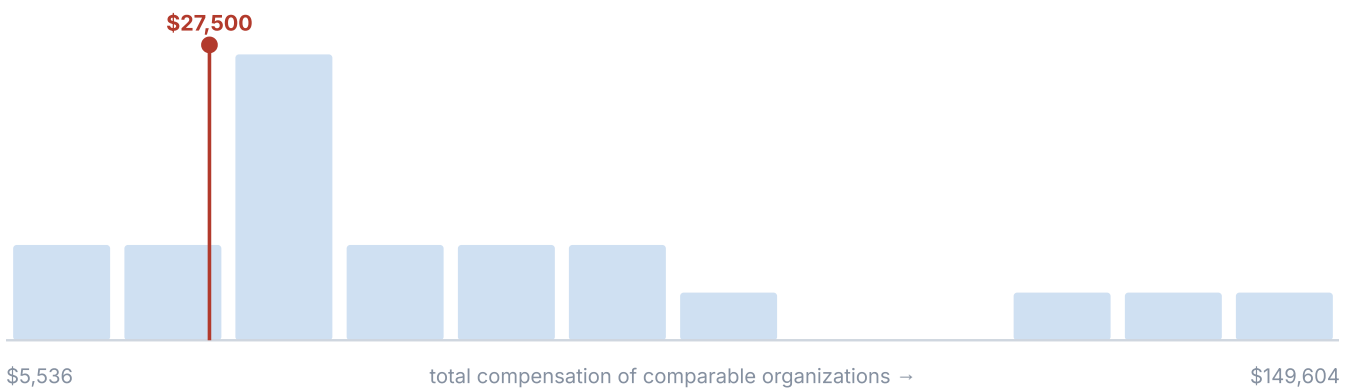
**Benchmarked executive:** Bridget Crews — reported title “Production Mgr”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$147,070 and \$329,262 — 0.67x to 1.50x the subject's \$219,508 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + VA + budget 0.67–1.5x revenue.

**20** organizations qualified on sector, size, and geography → **20** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$23,295	\$38,106	\$42,398	\$69,449	\$121,145	\$27,500
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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 VA 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
<a href="#">Deaf &amp; Hard Of Hearing Services Center Inc</a>	VA	\$208,988	Executive Director	\$9,950	<b>\$9,665</b>	2024
<a href="#">Challenging Racism</a>	VA	\$240,741	Executive Director	\$39,644	<b>\$38,507</b>	2024
<a href="#">Warrior Expeditions</a>	VA	\$242,144	President/ex	\$25,542	<b>\$24,809</b>	2024
<a href="#">The 31heroes Project</a>	VA	\$245,804	Executive Director	\$77,000	<b>\$74,791</b>	2024
<a href="#">Bridge Of Hope Harrisonburg-rockingham</a>	VA	\$253,232	Executive Director (Through 12/2/24)	\$31,183	<b>\$29,508</b>	2025
<a href="#">United Way Next</a>	VA	\$185,689	President And Ceo	\$119,703	<b>\$119,703</b>	2023
<a href="#">Arab Watch Coalition</a>	VA	\$181,168	Co-executive Director	\$134,118	<b>\$134,118</b>	2023
<a href="#">Williamsburg Volleyball Club</a>	VA	\$267,495	President	\$5,700	<b>\$5,536</b>	2024
<a href="#">Coptic Cross Ministries</a>	VA	\$169,965	Executive Minister	\$42,000	<b>\$40,795</b>	2024
<a href="#">Foundation For Family And Community</a>	VA	\$166,147	Executive Dir.	\$41,500	<b>\$40,309</b>	2024
<a href="#">Action For Enterprise Inc</a>	VA	\$274,796	Executive Dir	\$154,023	<b>\$149,604</b>	2024
<a href="#">Henry Fork Service Center</a>	VA	\$156,026	Executive Director	\$44,000	<b>\$44,000</b>	2023
<a href="#">Village To Village</a>	VA	\$287,606	Executive Di	\$37,991	<b>\$36,901</b>	2024
<a href="#">Vine And Fig Tree</a>	VA	\$290,001	Vice Preside	\$80,000	<b>\$80,000</b>	2023
<a href="#">Circles Ashland Inc</a>	VA	\$293,750	Executive Director	\$62,025	<b>\$62,025</b>	2023
<a href="#">Bristol Faith In Action Inc</a>	VA	\$295,818	Executive Director	\$40,923	<b>\$39,749</b>	2024
<a href="#">Front Royal Pregnancy Center Inc</a>	VA	\$298,177	Executive Director	\$48,000	<b>\$48,000</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Three-wide Ministries</a>	VA	\$300,461	President	\$39,600	<b>\$39,600</b>	2023
<a href="#">By His Wounds Inc</a>	VA	\$314,584	Treasurer	\$57,417	<b>\$55,770</b>	2024
<a href="#">Youth Volunteer Corps Of Hampton</a>	VA	\$325,852	Executive Di	\$69,667	<b>\$67,668</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	20 organizations. Compensation range \$5,536–\$149,604; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$219,508); for reference, expenses \$200,193 and assets \$54,967.
ROLE MATCH	Bridget Crews, reported title <i>"Production Mgr"</i> , benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
OUTLIERS	3 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	15 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	15 <sup>th</sup>
Reportable pay only (column D), adjusted	15 <sup>th</sup>
All sources (D + E + F), adjusted	15 <sup>th</sup>

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

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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 (Bridget Crews) 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 20 similarly situated organizations (Same NTEE sector (P20) + VA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$27,500 is reasonable (approximately the 15<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.