

Fostering Hope Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Estelle Shelton, Executive Director / CEO** (\$46,915) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **67th** percentile of comparable organizations within the typical range

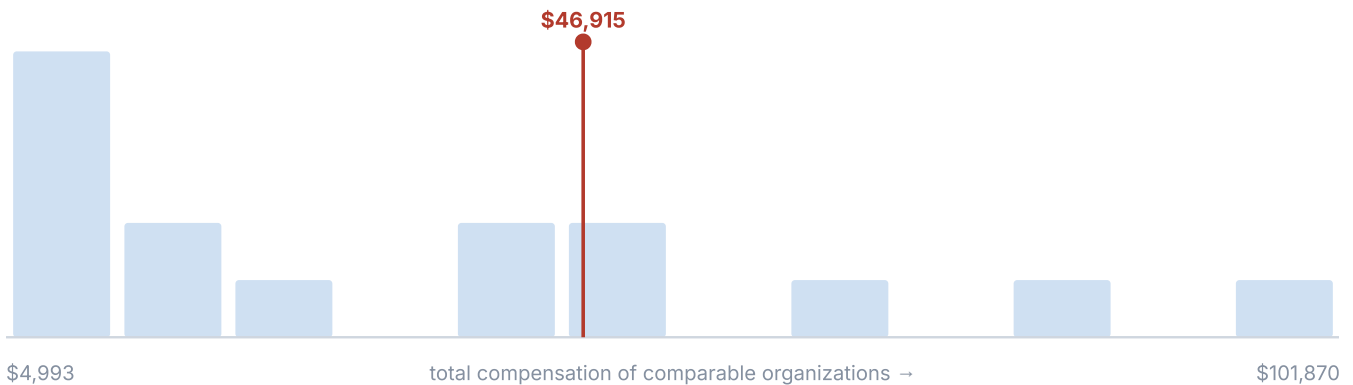
Benchmarked executive: Estelle Shelton — reported title “Board Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$189,413 and \$424,059 — 0.67x to 1.50x the subject's \$282,706 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + SC + budget 0.67–1.5x revenue.

15 organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,585	\$12,791	\$23,000	\$47,715	\$73,076	\$46,915
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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
Shepherds Table A Sc Eleemos Corp	SC	\$285,014	Executive Director	\$7,731	\$7,509	2024
New Way Global	SC	\$294,229	President	\$10,500	\$10,199	2024
I Am Voices Inc	SC	\$295,058	Executive Director	\$12,853	\$12,853	2023
Rebuilding Together Spartanburg Inc	SC	\$259,238	Executive Director	\$40,000	\$38,852	2024
Plush Meadow Senior Housing Corp	SC	\$309,368	Exec Director	\$5,140	\$4,993	2024
Good Samaritan Medical Clinic Inc	SC	\$314,951	Executive Director	\$47,430	\$47,430	2023
Second Baptist Community	SC	\$219,300	Executive Di	\$20,400	\$20,400	2023
Neighborhood Focus	SC	\$348,321	Executive Di	\$78,210	\$78,210	2023
The South Carolina Juneteenth Freedom Fest	SC	\$209,038	President And Founder	\$20,000	\$20,820	2022
Life In Abundance	SC	\$207,262	President, Dir.	\$48,000	\$48,000	2023
United Ministries Of Clinton	SC	\$362,657	Executive Di	\$23,000	\$23,000	2023
Greenville's Gift	SC	\$191,535	President	\$13,104	\$12,728	2024
Palmetto Family Council	SC	\$415,123	Operations	\$65,376	\$65,376	2023
Faces And Voices Of Recovery Tri-county Inc	SC	\$415,696	Executive Director	\$45,000	\$45,000	2023
Switch	SC	\$420,743	Executive Di	\$104,879	\$101,870	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to SC 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 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	15 organizations. Compensation range \$4,993–\$101,870; filing years 2022–2024.
SIZE BASIS	Matched on total revenue (\$282,706); for reference, expenses \$93,874 and assets \$1,078,050. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Estelle Shelton, reported title <i>"Board Director"</i> , benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	67 th
Total compensation (D + F), as reported (no adjustments)	67 th
Reportable pay only (column D), adjusted	67 th
All sources (D + E + F), adjusted	60 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 (Estelle Shelton) 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 15 similarly situated organizations (Same NTEE sector (P20) + SC + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$46,915 is reasonable (approximately the 67th 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.