

# Heritage Fund Supporting Foundation Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Tracy Souza, Executive Director / CEO** (\$12,204) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **32<sup>nd</sup>** percentile of comparable organizations within the typical range

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

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (T11).

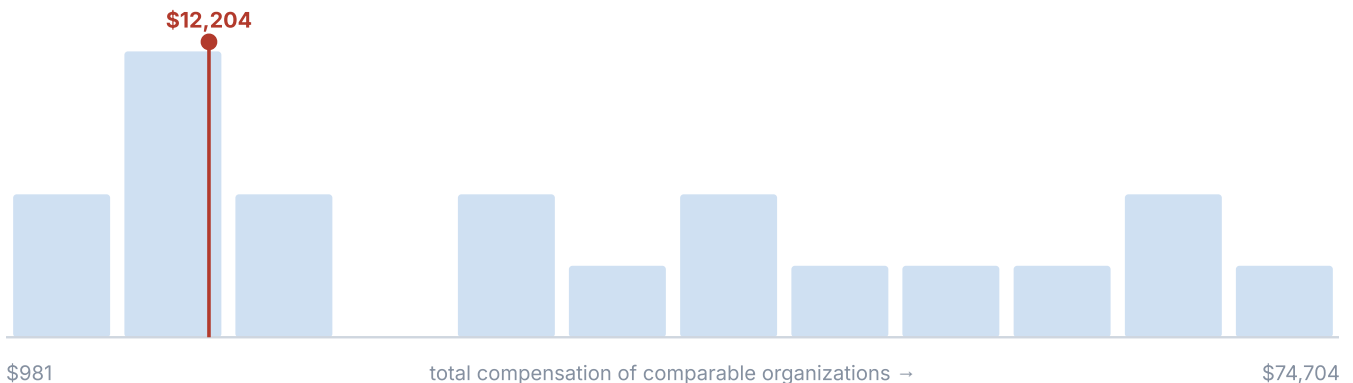
**BUDGET** Total revenue between \$21,056 and \$47,140 — 0.67x to 1.50x the subject's \$31,427 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (T11), nationwide + budget 0.67–1.5x revenue.

**19** organizations qualified on sector, size, and geography

→ **19** within the band form the benchmarked peer set.

## Distribution of comparable compensation



|         |         |          |          |          |          |
|---------|---------|----------|----------|----------|----------|
| \$6,917 | \$7,959 | \$27,804 | \$49,214 | \$63,707 | \$12,204 |
|---------|---------|----------|----------|----------|----------|



## ■ 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 IN 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="#">Thelma Pearl Howard Foundation</a>                    | CA    | \$31,188 | Secretary                                   | \$53,882        | <b>\$45,424</b> | 2023 |
| <a href="#">The Intercommunity Foundation Inc</a>                 | CT    | \$32,046 | Incorporator/director                       | \$74,347        | <b>\$66,102</b> | 2024 |
| <a href="#">Blue Water Land Fund Inc</a>                          | MI    | \$30,371 | President/ceo                               | \$64,477        | <b>\$63,108</b> | 2024 |
| <a href="#">Tyler County Hospital Foundation</a>                  | TX    | \$32,741 | President                                   | \$18,081        | <b>\$17,657</b> | 2023 |
| <a href="#">Wisdom Wonder Project</a>                             | CA    | \$33,551 | President/executive Direct                  | \$1,164         | <b>\$981</b>    | 2023 |
| <a href="#">Iarca Institute For Excellence Inc</a>                | IN    | \$27,107 | Executive Director                          | \$15,000        | <b>\$15,000</b> | 2024 |
| <a href="#">Ritter Charitable Trust</a>                           | NV    | \$35,779 | Director                                    | \$44,453        | <b>\$43,501</b> | 2023 |
| <a href="#">Robert And Eileen Sill Family Foundation</a>          | OH    | \$26,365 | Assistant Secretary                         | \$37,656        | <b>\$38,937</b> | 2023 |
| <a href="#">Providence Animal Center Foundation</a>               | PA    | \$25,836 | Executive Director                          | \$8,213         | <b>\$7,996</b>  | 2023 |
| <a href="#">Kr Fund Inc</a>                                       | MD    | \$25,146 | President & Public Dir. Until 07/24         | \$30,197        | <b>\$26,771</b> | 2024 |
| <a href="#">Dentaquest Care Group Inc</a>                         | MA    | \$39,146 | President/director [7/20/2024 - 12/31/2024] | \$62,202        | <b>\$53,004</b> | 2024 |
| <a href="#">Leonard And Diane Sherman Family</a>                  | IL    | \$23,334 | Treasurer                                   | \$80,133        | <b>\$74,704</b> | 2024 |
| <a href="#">Tupper Family Foundation</a>                          | NJ    | \$21,944 | Trustee                                     | \$6,184         | <b>\$5,236</b>  | 2024 |
| <a href="#">The Real Estate Trust Of Silicon Valley Community</a> | CA    | \$21,903 | President                                   | \$74,236        | <b>\$60,786</b> | 2024 |

| ORGANIZATION   | STATE | REVENUE  | MATCHED TITLE | COMP<br>(REPORTED) | COMP<br>(ADJUSTED) | FY   |
|--|-------|----------|---------------|--------------------|--------------------|------|
| <a href="#">Foundation</a>                               |       |          |               |                    |                    |      |
| <a href="#">Nathalie &amp; Theodore Jones Charitable</a> | MA    | \$42,445 | Trustee       | \$9,197            | <b>\$7,837</b>     | 2024 |
| <a href="#">Nathalie &amp; Theodore Jones Charitable</a> | MA    | \$42,944 | Trustee       | \$8,363            | <b>\$7,337</b>     | 2023 |
| <a href="#">Lezah Stenger Foundation</a>                 | MO    | \$43,227 | Director      | \$35,676           | <b>\$35,831</b>    | 2024 |
| <a href="#">Vogt Family Affiliated Fund Of The Okc</a>   | OK    | \$46,138 | Secretary     | \$25,864           | <b>\$27,804</b>    | 2023 |
| <a href="#">Nathalie &amp; Theodore Jones Charitable</a> | MA    | \$46,636 | Trustee       | \$9,296            | <b>\$7,921</b>     | 2024 |

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

## ■ Sample, role match & sensitivity

|                 |  |
|-----------------|--|
| PEER COUNT      | 19 organizations. Compensation range \$981–\$74,704; filing years 2023–2024.   |
| SIZE BASIS      | Matched on total revenue (\$31,427); for reference, expenses \$38,403 and assets \$908,909.  |
| ROLE MATCH      | Tracy Souza, reported title " <i>PRESIDENT &amp; CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role. |
| RELATED-ORG PAY | 15 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.     |

Sensitivity — the subject's percentile under alternative compensation definitions:

| BASIS   | SUBJECT PERCENTILE |
|---|--------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 32 <sup>nd</sup>   |
| Total compensation (D + F), as reported (no adjustments)                                | 32 <sup>nd</sup>   |
| Reportable pay only (column D), adjusted  | 0 <sup>th</sup>    |
| All sources (D + E + F), adjusted   | 47 <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

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 (Tracy Souza) 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 19 similarly situated organizations (Same NTEE sector (T11), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,204 is reasonable (approximately the 32<sup>nd</sup> 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.