

Volunteer Center Of East Central

Executive Director / CEO

EIN 391765162

WI · NTEE S20Z

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Susan Vanden Heuvel, Executive Director / CEO** (\$74,823) against **every comparable organization** that fit the selection criteria — **306** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **71st** percentile of comparable organizations

within the typical range

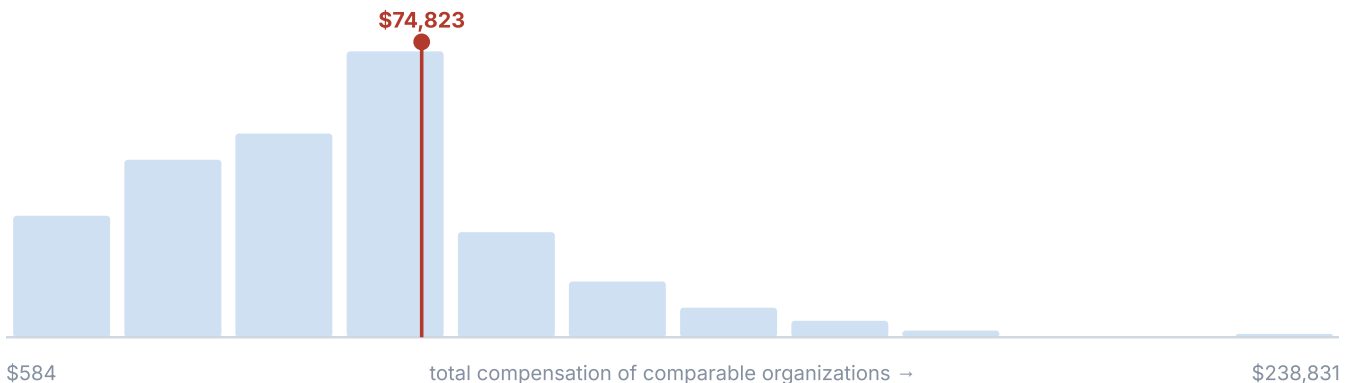
Benchmarked executive: Susan Vanden Heuvel — reported title "EXECUTIVE DI", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20Z).
BUDGET	Total revenue between \$212,826 and \$476,476 — 0.67x to 1.50x the subject's \$317,651 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

306 organizations qualified on sector, size, and geography → **306** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$16,977	\$34,592	\$60,141	\$77,618	\$102,712	\$74,823
----------	----------	----------	----------	-----------	-----------------



● 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 WI 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
The Urban Oasis Inc	MD	\$318,154	Executive Director	\$71,318	\$62,198	2025
Millburn Short Hills Business Organization Inc	NJ	\$318,755	Executive Director	\$110,318	\$94,312	2024
Beverly Main Streets Inc	MA	\$318,844	Executive Di	\$93,549	\$78,419	2025
Central Adirondack Partnership For	NY	\$316,243	Executive Di	\$59,980	\$51,897	2024
Southwest Collective	IL	\$316,035	Exec Director	\$59,427	\$55,942	2024
Freeway Park Neighborhood Group	WA	\$321,133	Executive Director	\$87,707	\$75,189	2024
The Orinda Association	CA	\$321,844	Secretary	\$17,125	\$14,159	2024
Bayside Village Business Improvement	NY	\$322,011	Executive Dir.	\$38,178	\$33,033	2024
Friends Of Georgetown	DC	\$322,036	Executive Director	\$77,787	\$65,361	2024
Gric Urban Members Association Inc	AZ	\$312,925	Chair	\$4,800	\$4,420	2024
Dubois County Area Development Corp	IN	\$322,485	President-co	\$116,244	\$120,846	2023
Springfield Avenue Partnership	NJ	\$312,687	Executive Director	\$105,462	\$90,161	2024
Uptown Parnership Incorporated	CA	\$323,144	Executive Director	\$95,434	\$81,238	2023
Believe In Bristol Inc	TN	\$324,220	Ex Dir	\$60,000	\$58,832	2025
AI Community Development Corporation	TX	\$310,318	Secretary	\$40,922	\$39,196	2024
Capital Area Health Alliance	MI	\$325,169	Executive Di	\$107,540	\$106,284	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Fulton Economic Development Corp	IN	\$325,896	Executive Director	\$82,355	\$83,159	2024
World Servants Inc	PA	\$326,260	Executive Di	\$90,000	\$85,938	2024
Livermore Downtown Inc	CA	\$308,752	Executive Director	\$105,232	\$87,008	2024
Tappahannock Main Street	VA	\$327,098	Executive Director	\$66,900	\$63,678	2023
T R Hoover Community Development Corporation Inc	TX	\$307,878	5106 Bexar St Dallas Tx 75215	\$15,000	\$14,792	2023
Blues To Green Inc	MA	\$327,638	Executive Di	\$59,208	\$50,945	2024
Northend Rise Inc	FL	\$327,715	Executive Director (Former)	\$152,690	\$141,404	2023
Crime Stoppers Of Northeast Florida	FL	\$307,480	Executive Di	\$67,465	\$60,686	2024
West End Revitalization Association	NC	\$327,896	Co-founder Director	\$37,450	\$38,146	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WI 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 WI 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	306 organizations. Compensation range \$584–\$238,831; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$317,651); for reference, expenses \$373,311 and assets \$139,434.
ROLE MATCH	Susan Vanden Heuvel, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	17 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	6 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	71 st
Total compensation (D + F), as reported (no adjustments)	65 th
Reportable pay only (column D), adjusted	65 th
All sources (D + E + F), adjusted	67 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 (Susan Vanden Heuvel) 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 306 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$74,823 is reasonable (approximately the 71st 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.