

French-american School Of Norfolk

Executive Director / CEO

EIN 452318397
 VA · NTEE B20
 FY ending 2024-05-31
June 10, 2026

This analysis benchmarks the total compensation of **Nadia Pavilla, Executive Director / CEO** (\$62,447) against **every comparable organization** that fit the selection criteria — **284** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **60th** percentile of comparable organizations within the typical range

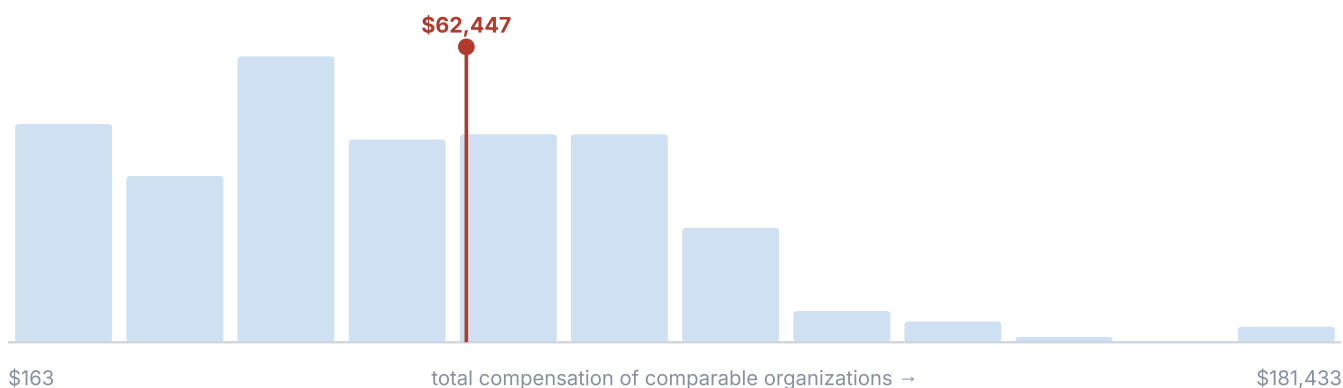
Benchmarked executive: Nadia Pavilla — reported title "DIRECTOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B20).
BUDGET	Total revenue between \$310,385 and \$694,893 — 0.67x to 1.50x the subject's \$463,262 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B20), nationwide + budget 0.67–1.5x revenue.

284 organizations qualified on sector, size, and geography → **284** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,962	\$29,198	\$51,360	\$76,313	\$94,554	\$62,447
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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
Sea-king District Of The Washington Interscholastic Activities Assn	WA	\$462,852	Sea-king District Director	\$44,325	\$40,041	2025
Trinity Simone Christian Preparatory Academy Inc	FL	\$464,072	President	\$42,000	\$40,864	2024
Prew Academy Of Sarasota Inc	FL	\$462,414	Dir/principal	\$102,170	\$102,342	2023
Chess And Strategy Game Association	MN	\$462,253	Associate Di	\$90,623	\$95,481	2023
Pentathlon Institute Inc	IN	\$462,122	National Director	\$96,499	\$105,395	2024
Pure In Heart Christian Academy &	FL	\$461,442	President	\$27,200	\$26,464	2024
Friends Of Gantry Plaza State Park Inc	NY	\$466,105	Executive Director	\$99,900	\$93,494	2024
University Montessori School	VA	\$466,888	Head Of School	\$61,298	\$63,109	2023
Woodland Montessori School Inc	MO	\$467,230	President	\$88,100	\$96,641	2024
Black Male Working Academy Inc	KY	\$468,676	Executive Director	\$19,094	\$21,246	2024
Cuyahoga Valley Christian Academy	OH	\$457,299	Admin Repres	\$11,127	\$12,567	2023
Star Christian School	CA	\$456,867	President	\$30,700	\$28,267	2023
Firm Foundations Academy	PA	\$470,049	Chair	\$37,674	\$38,910	2024
Cupola Academy	PA	\$470,082	Co-director	\$89,304	\$92,235	2024
North Star Montessori School Inc	IN	\$470,268	Director	\$64,972	\$70,962	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Shepherd's Heart Christian Ministries Inc	FL	\$471,530	President	\$25,000	\$23,697	2025
Foundation For Pottstown Education	PA	\$454,654	Executive Di	\$101,439	\$102,067	2025
Southwest Montessori Academy Inc	IN	\$472,283	Executive Dir.	\$47,464	\$51,840	2024
Cornerstone Christian Schools Inc	ID	\$454,132	President	\$34,708	\$38,240	2024
Amundsen Educational Center	AK	\$472,588	Executive Dir.	\$96,861	\$95,909	2024
Haven Education Solutions Inc	MD	\$473,044	President	\$12,250	\$12,212	2023
Banner Of Faith Ministries Inc	TX	\$453,467	President	\$24,000	\$24,864	2024
Anthem Classical Academy	AR	\$453,466	Head Of School	\$33,588	\$40,257	2023
Family Health Ministries Inc	NC	\$451,760	Former Executive Director	\$72,000	\$77,050	2024
National Association For Search	VA	\$475,413	Executive Director	\$93,149	\$93,149	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 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 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.

● Sample, role match & sensitivity

PEER COUNT **284** organizations. Compensation range \$163–\$181,433; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$463,262); for reference, expenses \$453,662 and assets \$124,365.

ROLE MATCH Nadia Pavilla, reported title "*DIRECTOR*", 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 7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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	60 th
Total compensation (D + F), as reported (no adjustments)	63 rd
Reportable pay only (column D), adjusted	62 nd
All sources (D + E + F), adjusted	58 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 (Nadia Pavilla) 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 284 similarly situated organizations (Same NTEE sector (B20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$62,447 is reasonable (approximately the 60th 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.