

Pioneering With Passion Ministries (Ppm)

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Cynthia Zuspan, Executive Director / CEO** (\$11,000) against **every comparable organization** that fit the selection criteria — **60** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12th** percentile of comparable organizations below the typical range for comparable organizations

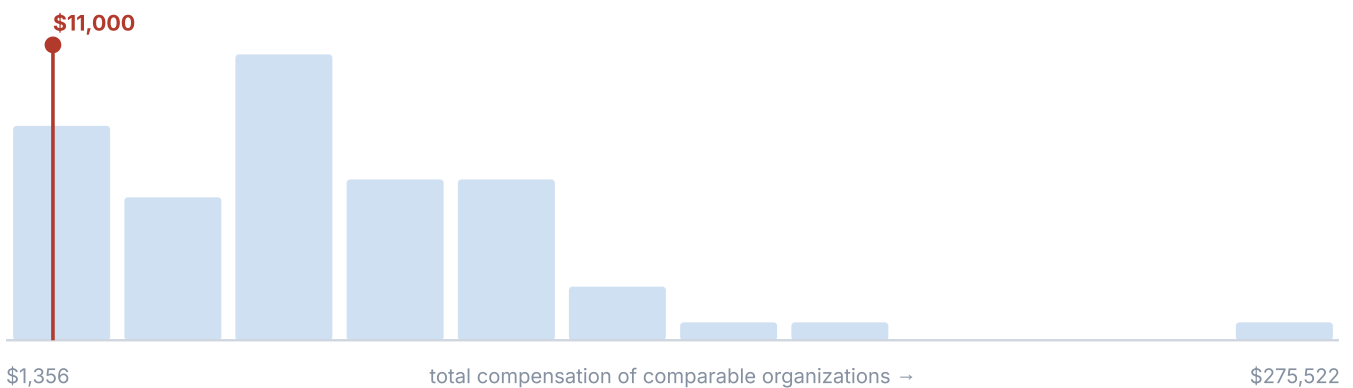
Benchmarked executive: Cynthia Zuspan — reported title "DIRECTOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

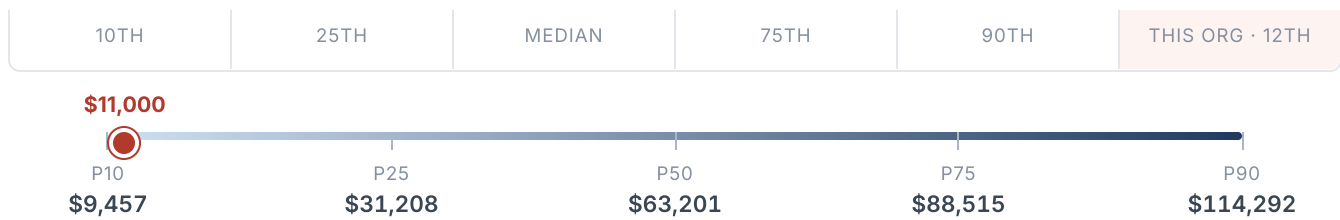
SECTOR	Organizations sharing the subject's NTEE classification (S99).
BUDGET	Total revenue between \$211,199 and \$472,834 — 0.67x to 1.50x the subject's \$315,223 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S99), nationwide + budget 0.67–1.5x revenue.

60 organizations qualified on sector, size, and geography → **60** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,457	\$31,208	\$63,201	\$88,515	\$114,292	\$11,000
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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 CT 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
Far Away Friends Inc	CO	\$314,306	Co-founder & Board Chair	\$40,385	\$41,301	2024
Siuslaw Vision	OR	\$313,525	Secretary	\$8,575	\$8,493	2024
The Chamber Foundation	OH	\$318,415	President An	\$1,200	\$1,356	2024
Rethink Coalition Inc	IN	\$303,862	Ceo And President	\$70,000	\$78,731	2024
Queen City Bicycle Collective	NH	\$326,591	Executive Di	\$64,620	\$61,997	2025
California Center For Economic Initiatives	CA	\$300,000	President And Executive Director	\$30,255	\$27,864	2024
Love In Motion Foundation Inc	PR	\$298,969	Executive Director	\$35,139	\$35,139	2024
Central Midlands Justice Ministry	SC	\$298,950	Executive Dir.	\$70,833	\$78,813	2024
Friends Of Southern Ohio	OH	\$333,117	Executive Director	\$80,052	\$93,101	2023
Virginia Highland District Association Inc	GA	\$297,162	Executive Director	\$58,334	\$64,404	2023
Good Grief Network	MI	\$293,628	Executive Director/treasurer	\$49,047	\$55,588	2023
Wlam Property Association Li	WA	\$336,953	Executive Di	\$10,016	\$9,564	2024
Total Life Community Educ Foundation	AR	\$292,881	President/ceo	\$79,689	\$95,535	2024
Rf Impact Advisers Inc	PA	\$289,452	Director	\$78,378	\$83,362	2024
Access Laporte County Inc	IN	\$288,233	Director Of Operations	\$58,014	\$67,178	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Chatterry	TN	\$286,494	Creative Director	\$45,000	\$51,939	2023
Market Building Foundation Inc	VA	\$285,014	Executive Di	\$92,221	\$97,774	2023
Shaylo Inc Socially Helping Adults Youth With Liveable Opportunities	MD	\$346,941	Ceo	\$63,141	\$64,818	2023
Natives Rising Inc	CA	\$282,373	Ceo	\$186,839	\$172,071	2024
Clinton Cemetery Association	CT	\$282,136	Secretary	\$17,973	\$17,973	2024
Mission Realty Advisors	MO	\$279,136	Executive Director	\$236,907	\$275,522	2023
Everett Community Growers Inc	MA	\$353,797	Director	\$1,893	\$1,868	2023
Bloomfield Development Corporation	PA	\$275,921	Former Ex. Dir.	\$61,879	\$67,758	2023
West Yellowstone Foundation	MT	\$356,140	Executive Dir.	\$62,661	\$74,167	2023
Long Island Business Development Council Inc	NY	\$357,225	Executive Board	\$11,800	\$11,372	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CT 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 CT 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 **60** organizations. Compensation range \$1,356–\$275,522; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$315,223); for reference, expenses \$275,970 and assets \$52,008.

ROLE MATCH Cynthia Zuspan, 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 8 peers 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	12 th
Total compensation (D + F), as reported (no adjustments)	12 th
Reportable pay only (column D), adjusted	22 nd
All sources (D + E + F), adjusted	8 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 (Cynthia Zuspan) 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 60 similarly situated organizations (Same NTEE sector (S99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$11,000 is reasonable (approximately the 12th 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.