

Reach The World Company

Executive Director / CEO

EIN 582350807

DC · NTEE B90

FY ending 2023-06-30

June 13, 2026

This analysis benchmarks the total compensation of **Heather Halstead Gustafson, Executive Director / CEO** (\$114,800) against **every comparable organization** that fit the selection criteria — **487** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 81st percentile of comparable organizations

within the typical range

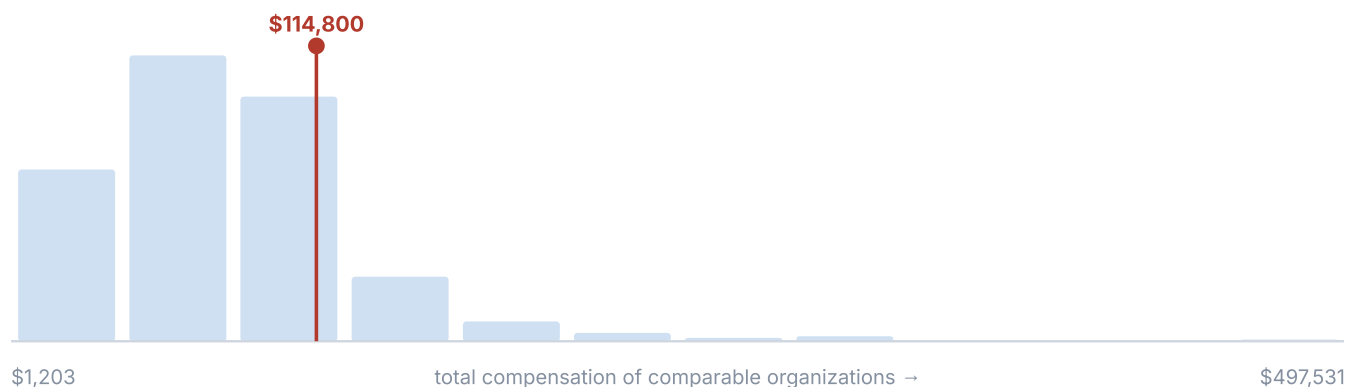
Benchmarked executive: Heather Halstead Gustafson — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$324,570 and \$726,651 — 0.67x to 1.50x the subject's \$484,434 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

487 organizations qualified on sector, size, and geography → **487** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,822	\$48,888	\$73,845	\$107,190	\$132,685	\$114,800
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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 DC 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
Right On Mobile Education	CO	\$484,553	Director	\$38,082	\$40,418	2024
Roaring Fork Valley Early	CO	\$484,731	Executive Di	\$88,680	\$91,695	2025
Generation Serve	TX	\$484,832	Executive Director	\$45,769	\$52,173	2023
Growing Garden Nursery School Of	NJ	\$485,010	President	\$104,000	\$102,778	2024
International Society Of Learning Sciences Inc	MI	\$485,826	Executive Administrator	\$6,823	\$7,795	2024
My Neighborhood News Network	WA	\$482,162	President	\$85,685	\$84,913	2024
Backcountry Medical Guides	WA	\$480,581	President	\$71,982	\$71,333	2024
Luster Learning Institute Nfp	IL	\$489,765	President Ceo	\$146,500	\$159,419	2024
Charter Facility Solutions	CO	\$478,719	Executive Director	\$240,590	\$262,893	2023
Tech Valley Center Of Gravity Inc	NY	\$478,374	Facilities D	\$63,150	\$65,028	2023
Mindpeace Cincinnati	OH	\$478,220	Executive Director	\$120,640	\$141,432	2024
Educational Harbor Inc	FL	\$490,880	Principal	\$61,407	\$63,852	2024
Maine Resilience Building Network	ME	\$477,878	Executive Di	\$113,253	\$129,232	2023
The Midas Collaborative Inc	MA	\$477,798	Executive Di	\$101,487	\$103,926	2023
Well Beyond Academics Inc	CA	\$476,527	Ceo	\$83,865	\$80,157	2024
The Legacy Institute	WA	\$476,213	President	\$65,000	\$64,414	2024
Schools That Lead	DE	\$493,198	President An	\$164,400	\$183,439	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Central States Private Education Network	MD	\$493,208	Co-executive Director	\$101,000	\$107,604	2023
The Bee Cause Project Inc	SC	\$493,710	Executive Di	\$95,000	\$109,699	2024
Peace To Pieces Inc	FL	\$494,391	President	\$87,046	\$88,179	2025
Each One Teach One Inc	TX	\$494,569	Executive Dir.	\$35,522	\$39,331	2024
The Village A Community Musical Art	IN	\$474,167	Executive Di	\$81,506	\$95,139	2024
Southeast Center For Cooperative Development	TN	\$494,987	Executive Co-director	\$70,730	\$84,723	2023
National Paideia Center	NC	\$473,359	Executive Di	\$132,065	\$155,503	2023
Compass Education And Career Foundation Inc	NJ	\$495,633	Executive Director	\$85,740	\$87,236	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to DC 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 DC 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	487 organizations. Compensation range \$1,203–\$497,531; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$484,434); for reference, expenses \$705,550 and assets \$181,858. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Heather Halstead Gustafson, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 12 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	81 st
Total compensation (D + F), as reported (no adjustments)	86 th
Reportable pay only (column D), adjusted	84 th
All sources (D + E + F), adjusted	76 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 (Heather Halstead Gustafson) 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 13, 2026, comparing compensation against 487 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$114,800 is reasonable (approximately the 81st 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 13, 2026.