

# United Way Of Calhoun County

Executive Director / CEO

EIN 746021994

TX · NTEE T70Z

FY ending 2024-03-31

June 9, 2026

This analysis benchmarks the total compensation of **Wendy Cabrera, Executive Director / CEO** (\$51,491) against **every comparable organization** that fit the selection criteria — **127** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Wendy Cabrera — 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 (T70Z).

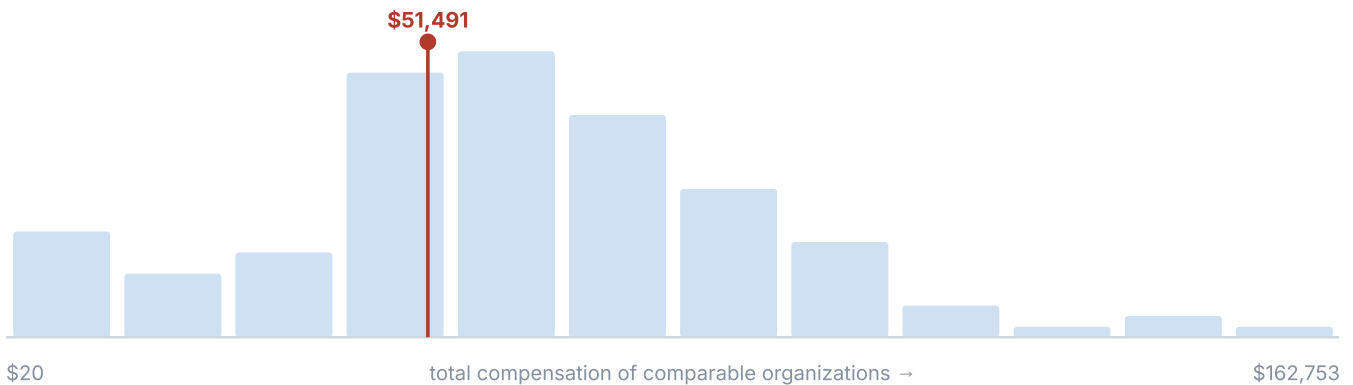
**BUDGET** Total revenue between \$287,904 and \$644,562 — 0.67x to 1.50x the subject's \$429,708 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (T70), nationwide + budget 0.67–1.5x revenue.

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

→ **127** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$15,219	\$44,182	\$63,150	\$80,149	\$99,304	\$51,491
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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 TX 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="#">United Way Of West Ellis County Inc</a>	TX	\$428,771	Executive Dir.	\$84,500	<b>\$84,500</b>	2024
<a href="#">United Way Of Hernando County Inc</a>	FL	\$428,747	Executive Director	\$69,800	<b>\$67,488</b>	2023
<a href="#">Rice County Area United Way</a>	MN	\$426,248	Executive Di	\$71,400	<b>\$70,529</b>	2024
<a href="#">United Way Of Walton County</a>	GA	\$433,311	Executive Dir.	\$23,750	<b>\$24,578</b>	2023
<a href="#">United Way Of Milford Inc</a>	CT	\$424,424	President	\$112,000	<b>\$108,080</b>	2023
<a href="#">American Federation Of Government</a>	NC	\$420,001	President	\$2,060	<b>\$2,128</b>	2024
<a href="#">United Way Of Marshall County Inc</a>	IN	\$442,238	Executive Di	\$38,024	<b>\$41,270</b>	2023
<a href="#">Deaf Smith County Crisis Center Inc</a>	TX	\$444,773	Executive Director	\$63,150	<b>\$63,150</b>	2024
<a href="#">Jewish Federation Of Dutchess Count</a>	NY	\$414,575	Executive Di	\$87,525	<b>\$79,065</b>	2024
<a href="#">United Way Of Southwest Minnesota</a>	MN	\$409,767	Ceo	\$64,614	<b>\$62,180</b>	2025
<a href="#">United Way Of Linn Benton And</a>	OR	\$450,002	President &	\$103,358	<b>\$98,788</b>	2023
<a href="#">Black River United Way Inc</a>	SC	\$451,905	Ceo	\$77,098	<b>\$80,407</b>	2024
<a href="#">Cooke County United Way Inc</a>	TX	\$452,579	Executive Director	\$89,000	<b>\$89,000</b>	2024
<a href="#">United Way Of Southern Maryland</a>	MD	\$402,859	Executive Director	\$105,551	<b>\$98,650</b>	2024
<a href="#">United Way Of Lewis County</a>	WA	\$402,487	Executive Director	\$89,600	<b>\$82,564</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Red River Community Housing Development</a>	ND	\$457,148	Executive Director	\$93,285	<b>\$102,340</b>	2024
<a href="#">Granville County United Way Inc</a>	NC	\$400,255	Executive Di	\$114,306	<b>\$118,072</b>	2024
<a href="#">Wyoming County United Way Inc</a>	PA	\$462,041	Executive Director	\$69,397	<b>\$71,227</b>	2023
<a href="#">Small Difference Foundation</a>	TX	\$397,258	Executive Director	\$15,624	<b>\$16,085</b>	2023
<a href="#">United Way Of Yavapai County Inc</a>	AZ	\$396,236	Executive Director	\$40,861	<b>\$40,445</b>	2023
<a href="#">Partners For Community Inc</a>	IL	\$393,739	Executive Director	\$83,964	<b>\$82,521</b>	2024
<a href="#">Bike Box Project</a>	NC	\$467,046	Ceo	\$14,875	<b>\$15,365</b>	2024
<a href="#">White Bear Lake Senior Housing Inc</a>	MN	\$467,454	President & Ceo	\$41,871	<b>\$41,360</b>	2024
<a href="#">United Community Services For Working Families</a>	PA	\$390,913	Executive Director	\$65,832	<b>\$65,629</b>	2024
<a href="#">Williamstown Community Chest</a>	MA	\$469,594	Executive Di	\$46,644	<b>\$41,902</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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** 127 organizations. Compensation range \$20–\$162,753; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$429,708); for reference, expenses \$419,082 and assets \$840,241.

<b>ROLE MATCH</b>	Wendy Cabrera, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
<b>RELATED-ORG PAY</b>	16 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
<b>OUTLIERS</b>	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	35 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	36 <sup>th</sup>
Reportable pay only (column D), adjusted	40 <sup>th</sup>
All sources (D + E + F), adjusted	27 <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 (Wendy Cabrera) 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 127 similarly situated organizations (Same NTEE sector (T70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$51,491 is reasonable (approximately the 35<sup>th</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.