

Citizens4community

Executive Director / CEO

EIN 811022094

OR · NTEE S99

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Kellen Klein, Executive Director / CEO** (\$78,056) against **every comparable organization** that fit the selection criteria — **50** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68th** percentile of comparable organizations within the typical range

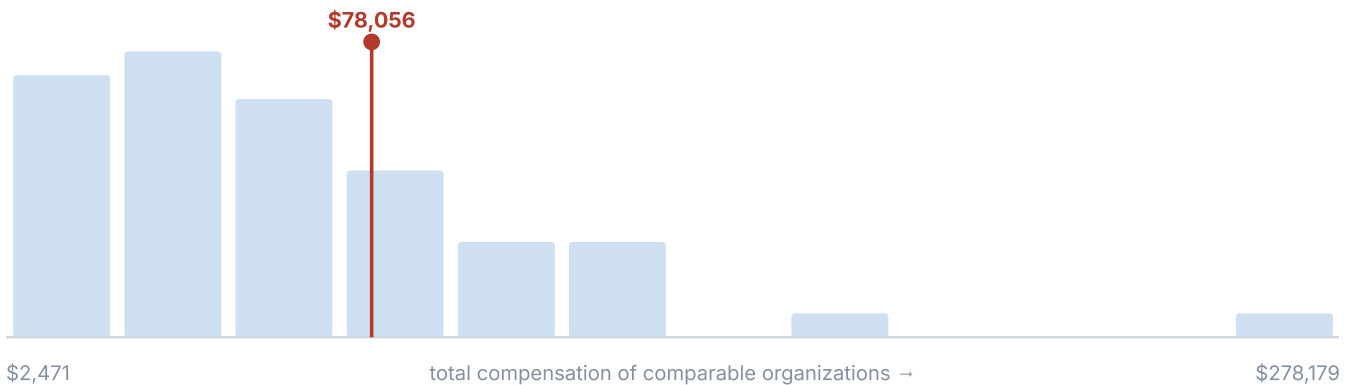
Benchmarked executive: Kellen Klein — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S99).
BUDGET	Total revenue between \$134,371 and \$300,832 — 0.67x to 1.50x the subject's \$200,555 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S99), nationwide + budget 0.67–1.5x revenue.

50 organizations qualified on sector, size, and geography → **50** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,008	\$28,144	\$52,145	\$83,068	\$120,076	\$78,056
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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 OR 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
Venture Carolina	SC	\$199,622	Executive Director	\$5,400	\$6,066	2024
Societa Mutuo Socorso Enrico Caruso In Manville Ri	RI	\$202,411	Treasurer	\$6,300	\$6,697	2023
Built2last Innovations Lab Inc	NC	\$203,953	Executive Director	\$119,439	\$136,819	2023
Kulaiwi Land Trust	HI	\$205,010	Interim Executive Director-ceo	\$18,750	\$18,611	2023
Rebuilding Together Central Alabama	AL	\$195,730	Executive Director	\$65,000	\$75,617	2024
Integrative Development Initiative	CA	\$205,875	2023 Cfo & Food Cycle Collective Co-coordinator	\$2,581	\$2,471	2023
Leadmo	MO	\$194,877	Executive Director	\$39,229	\$44,742	2024
Enterprise Development & Management Corp	IN	\$194,491	Board Member	\$3,600	\$4,208	2023
Buffalo Reuse Inc	NY	\$207,027	President	\$8,378	\$8,152	2024
Detroit Greenways Coalition	MI	\$207,038	Executive Director	\$50,000	\$57,215	2023
Takotna Community Association	AK	\$208,523	Secretary	\$10,500	\$10,810	2024
Habitat For Neighborhood Business	MO	\$209,384	Executive Director	\$26,250	\$29,939	2024
Westside Rising	IL	\$212,744	Executive Dir.	\$44,872	\$47,504	2024
For A Loving Future	CA	\$187,464	Ceo	\$107,950	\$97,788	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends Inc	AL	\$219,008	Executive Director	\$57,500	\$68,867	2023
International Foundation For Cultural	CO	\$223,551	First Vp	\$6,500	\$6,712	2024
Vermont Council Of Special Education	VT	\$223,586	Executive Dir.	\$26,000	\$27,454	2025
The Freedom Foundation Of Minnesota	MN	\$225,040	Ceo, Secretary, Treasurer	\$110,000	\$120,500	2023
Pride In Saginaw Inc	MI	\$174,966	Director	\$44,511	\$48,198	2025
Glover Park Alliance	DC	\$227,283	Executive Director	\$92,942	\$87,825	2024
Roots & Dreams And Mustard Seeds Inc	MA	\$231,240	President, Co-director	\$44,044	\$42,619	2024
Plaza Terrace Mutual Housing	CT	\$235,418	Executive Director	\$31,395	\$32,634	2023
Chittenden County Senior Citizens Alliance Inc	VT	\$163,408	Executive Director	\$47,840	\$51,851	2024
The Hydrous	CA	\$238,045	Ceo	\$84,000	\$78,107	2024
Main Street Lexington	VA	\$161,200	Executive Di	\$64,080	\$66,625	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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 50 organizations. Compensation range \$2,471–\$278,179; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$200,555); for reference, expenses \$140,845 and assets \$185,993.
ROLE MATCH	Kellen Klein, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	68 th
Total compensation (D + F), as reported (no adjustments)	74 th
Reportable pay only (column D), adjusted	72 nd
All sources (D + E + F), adjusted	66 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 (Kellen Klein) 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 50 similarly situated organizations (Same NTEE sector (S99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,056 is reasonable (approximately the 68th 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.