

Good Deeds And Good Seeds

Executive Director / CEO

EIN 814404207

TX · NTEE L21

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Susan Campbell, Executive Director / CEO** (\$4,800) against **every comparable organization** that fit the selection criteria — **64** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Susan Campbell — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (L21).

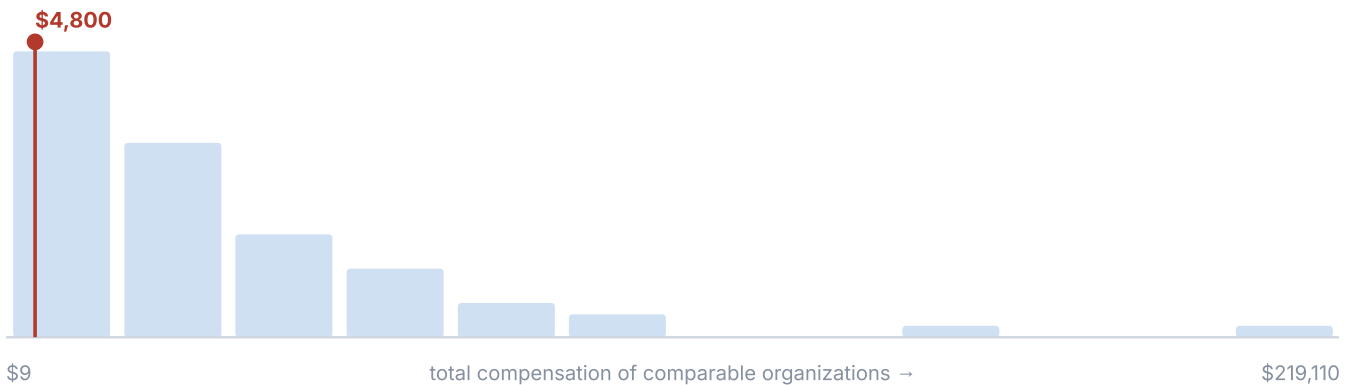
BUDGET Total revenue between \$15,822 and \$35,422 — 0.67x to 1.50x the subject's \$23,615 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (L), nationwide + budget 0.67–1.5x revenue.

64 organizations qualified on sector, size, and geography

→ **64** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,523	\$13,803	\$23,504	\$52,787	\$80,476	\$4,800
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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 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
Piney Ridge Apartments Corporation	VA	\$23,436	Executive Director	\$57,939	\$57,577	2023
Salt & Light Housing I Inc	NJ	\$23,305	President	\$59,141	\$52,787	2024
Kendal At Ventura	CA	\$23,968	Ceo	\$23,179	\$20,009	2024
Clc Fund For The Disabled Inc	NY	\$22,955	Ceo (Through 9/30/2024)	\$19,131	\$17,282	2024
Polaris Endeavors Inc	FL	\$22,932	Ceo/secretary	\$29,980	\$28,155	2024
Tarheel Regional Community Development Corporation	NC	\$22,625	President	\$12,000	\$12,761	2023
Independence Iii Inc	NJ	\$24,667	President	\$59,141	\$52,787	2024
Ashlawn View Inc	VA	\$24,725	Executive Director	\$57,939	\$57,577	2023
Newbridge Housing Ii Inc	NJ	\$24,757	Ceo	\$11,980	\$10,693	2024
Pathstone Alliance For Better Housing	PA	\$24,967	President	\$2,614	\$2,606	2024
W A F A	WA	\$25,054	Executive Director	\$15,800	\$14,559	2023
Elks National Home And Retirement Center	IL	\$22,052	Grand Secretary	\$21,257	\$20,892	2024
George A And Angela G Paterakis	IL	\$25,225	Garcc - Chief Financial Officer	\$16,840	\$16,551	2024
Porchlight Foundation Inc	WI	\$21,976	Secretary	\$30,000	\$32,246	2023
Atlanta Affordable Housing For The	GA	\$25,380	President & Ceo	\$84,307	\$87,246	2023
East Austin Conservancy	TX	\$25,383	Executive Director	\$90,787	\$90,787	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Boston Homeowner Services Collaborative	MA	\$21,771	Chief Executive Officer	\$39,784	\$36,795	2023
Beam Homes Inc	MD	\$25,678	President	\$20,272	\$19,506	2023
Stuart Retirement Homes Inc	IA	\$21,532	President	\$728	\$797	2024
Miriam And Robert M Rieder House Inc	PA	\$21,471	Executive Director	\$23,138	\$23,067	2024
Mid-peninsula Holy Family Corporation	CA	\$25,813	Cfo / Assistant Secretary	\$77,467	\$66,872	2024
Help Opportunities And Programs	CA	\$21,416	President	\$3,000	\$2,590	2024
Acacia Puerto Rico Inc	NY	\$21,000	President	\$101,830	\$91,988	2024
Maher Homes Inc	MD	\$20,831	President	\$20,272	\$19,506	2023
Block 23 Housing Corporation	CO	\$20,670	Ceo	\$29,760	\$29,370	2023

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.

● Sample, role match & sensitivity

PEER COUNT 64 organizations. Compensation range \$9–\$219,110; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$23,615); for reference, expenses \$10,834 and assets \$426,609. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Susan Campbell, reported title "*PRESIDENT*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 50 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	8 th
Total compensation (D + F), as reported (no adjustments)	8 th
Reportable pay only (column D), adjusted	81 st
All sources (D + E + F), adjusted	6 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 (Susan Campbell) 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 64 similarly situated organizations (Same NTEE major group (L), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$4,800 is reasonable (approximately the 8th 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.