

# Flourish Beaver County

Executive Director / CEO

EIN 823228095

PA · NTEE S20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Marino As Of 524, Executive Director / CEO** (\$132,624) against **every comparable organization** that fit the selection criteria — **268** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **97<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

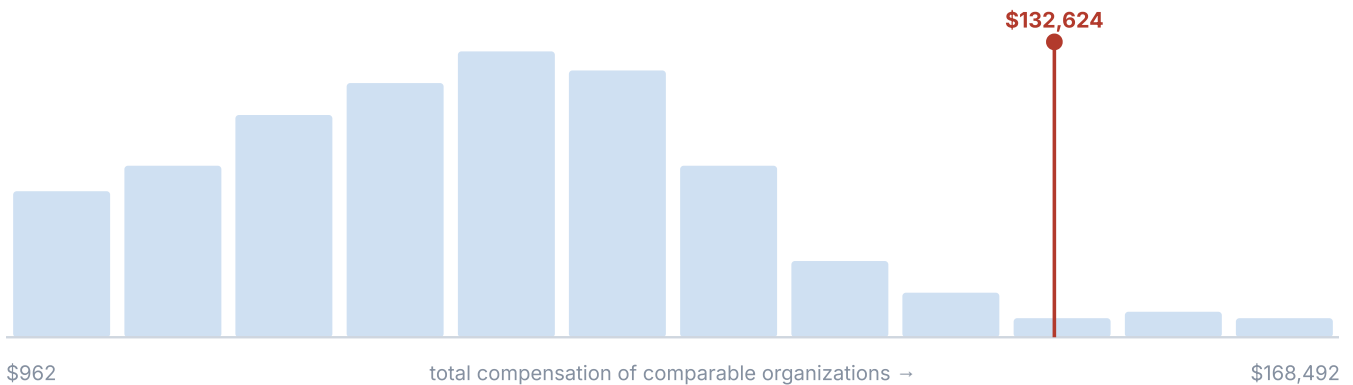
**Benchmarked executive:** Jennifer Marino As Of 524 — reported title “CHIEF EXECUTIVE OFFICER”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20).
BUDGET	Total revenue between \$164,468 and \$368,214 — 0.67x to 1.50x the subject's \$245,476 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

**268** organizations qualified on sector, size, and geography → **268** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,712	\$36,431	\$60,356	\$80,857	\$99,733	<b>\$132,624</b>
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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 PA 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="#">Beacon Hill Merchants Association</a>	WA	\$245,489	Director	\$82,682	<b>\$76,423</b>	2023
<a href="#">Chelsea Black Community</a>	MA	\$245,592	President	\$40,460	<b>\$36,459</b>	2024
<a href="#">Next Level Leaders Inc</a>	AL	\$246,248	Executive Di	\$57,200	<b>\$63,798</b>	2023
<a href="#">Hartford Next Inc</a>	CT	\$243,686	Executive Dir.	\$8,865	<b>\$8,335</b>	2024
<a href="#">Ocean Parkway Community Development Corp</a>	NY	\$247,942	Executive Director	\$12,151	<b>\$11,010</b>	2024
<a href="#">Hostel Detroit</a>	MI	\$242,893	Director	\$68,470	<b>\$70,869</b>	2024
<a href="#">Ashland Senior Community Centerinc</a>	WI	\$242,767	Executive Di	\$41,132	<b>\$44,348</b>	2023
<a href="#">Greater Bethel Community Development Corporation</a>	NY	\$248,332	Executive Director	\$30,000	<b>\$27,184</b>	2024
<a href="#">Nogales Community Development Corp</a>	AZ	\$242,518	Interim Exec Director	\$50,000	<b>\$49,644</b>	2023
<a href="#">Bolin Community Inc</a>	CA	\$248,817	Secretary	\$21,868	<b>\$18,935</b>	2024
<a href="#">Citizens For Progress Inc</a>	TX	\$242,066	Executive Director	\$80,379	<b>\$83,008</b>	2023
<a href="#">Fiesta Nky Inc</a>	KY	\$248,893	President	\$75,000	<b>\$80,801</b>	2024
<a href="#">Central Community Association Inc</a>	LA	\$242,015	President	\$2,934	<b>\$3,240</b>	2024
<a href="#">Workwell</a>	CO	\$249,042	Board Member	\$106,525	<b>\$105,453</b>	2023
<a href="#">Keep Durham Beautiful Inc</a>	NC	\$249,590	Executive Director	\$108,293	<b>\$115,520</b>	2023
<a href="#">Northville Community Chamber Of Commerce</a>	MI	\$249,595	Executive Director	\$76,373	<b>\$77,011</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Center For The Empowerment Of Families Inc</a>	CA	\$240,965	Executive Director	\$16,450	<b>\$14,665</b>	2023
<a href="#">Univercity Family Community Development Corporation</a>	TN	\$250,000	Executive Director	\$30,000	<b>\$31,622</b>	2024
<a href="#">Pine Hill Indian Community Development Initiative</a>	SC	\$250,000	Board Member	\$23,756	<b>\$24,212</b>	2025
<a href="#">Bethel Community Transformation Center</a>	MI	\$240,889	Executive Director	\$34,823	<b>\$36,043</b>	2024
<a href="#">Select Cobb Inc</a>	GA	\$250,355	Executive Director	\$28,018	<b>\$28,250</b>	2024
<a href="#">Belle Haven Action</a>	CA	\$240,543	President& D	\$29,162	<b>\$25,997</b>	2023
<a href="#">Grinding Stone Collective Inc</a>	NY	\$240,267	Ceo And Board Vice President	\$91,800	<b>\$83,183</b>	2024
<a href="#">One Economy Financial Development Corp</a>	IA	\$251,013	Executive Director	\$87,923	<b>\$96,537</b>	2024
<a href="#">Good Beginnings Inc</a>	NH	\$239,827	Executive Di	\$48,620	<b>\$45,019</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 268 organizations. Compensation range \$962–\$168,492; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$245,476); for reference, expenses \$184,058 and assets \$124,704.

**ROLE MATCH** Jennifer Marino As Of 524, reported title "*CHIEF EXECUTIVE OFFICER*", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 16 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 5 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	97 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	97 <sup>th</sup>
Reportable pay only (column D), adjusted	98 <sup>th</sup>
All sources (D + E + F), adjusted	93 <sup>rd</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 (Jennifer Marino As Of 524) 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 268 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$132,624 is reasonable (approximately the 97<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.