

Foundation For Family And Community

Executive Director / CEO

EIN 832145410

VA · NTEE P20

FY ending 2024-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Susanna Calvert, Executive Director / CEO** (\$41,500) against **every comparable organization** that fit the selection criteria — **534** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **49th** percentile of comparable organizations within the typical range

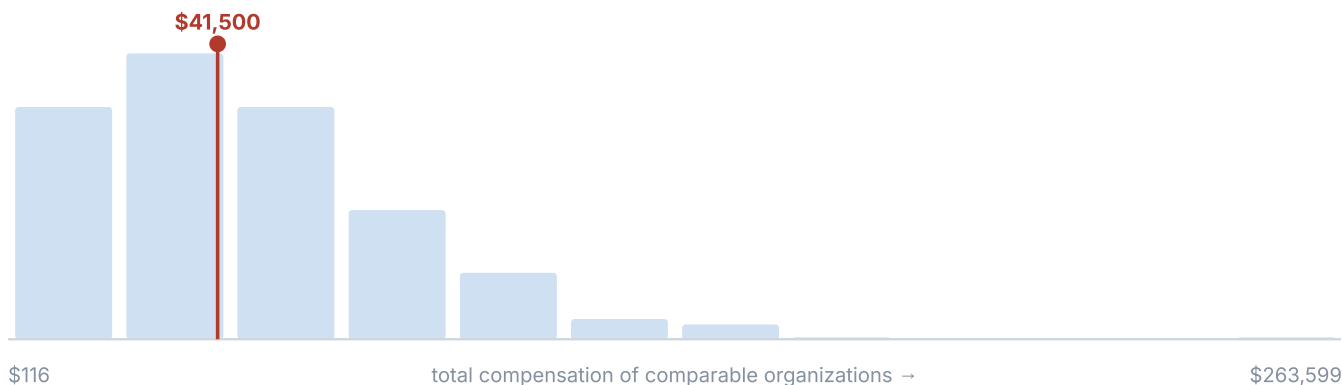
Benchmarked executive: Susanna Calvert — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$111,318 and \$249,220 — 0.67x to 1.50x the subject's \$166,147 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20), nationwide + budget 0.67–1.5x revenue.

534 organizations qualified on sector, size, and geography → **534** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,382	\$23,220	\$42,027	\$65,212	\$89,742	\$41,500
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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 VA 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
Santa Monica Bay Area Human Relations	CA	\$166,141	Director	\$80,844	\$72,300	2024
Sustainable Silicon Valley	CA	\$166,295	Executive Dir.	\$26,833	\$23,997	2024
Summit Adaptive Sports Inc	CT	\$165,645	President, Executive Director	\$35,000	\$33,112	2025
Hygieia Behavioral Health Foundation Inc	CA	\$166,700	President And Ceo	\$120,000	\$107,318	2024
Childrens Lantern Inc	OH	\$166,793	Executive Director	\$42,956	\$48,513	2023
Harvest Resources In Anne Arundel County Inc	MD	\$166,850	Executive Director	\$47,300	\$45,799	2024
Spring Community Partners Inc	NY	\$167,015	Executive Dir.	\$40,700	\$39,215	2023
Mission Minded Recovery Inc	GA	\$167,036	Executive Director	\$63,635	\$66,267	2024
Potters House Ministries Inc	OH	\$167,060	Executive Director	\$65,167	\$71,485	2024
Troy Dream Center Inc	MO	\$167,207	Director Of The Troy Dream Center	\$45,000	\$49,363	2024
Marianas Alliance Of Non-governmental	MP	\$167,421	Executive Dir.	\$23,646	\$23,646	2024
Northern California Dr Martin Luther King Jr Community Foundatio	CA	\$164,851	Officer	\$99,220	\$86,446	2025
Policy Works Inc	FL	\$164,687	President	\$29,771	\$29,821	2023
Hope Ministries Inc	GA	\$168,269	Executive Director	\$34,075	\$35,485	2024
La Dream Center Inc	AL	\$168,693	Executive Director	\$24,000	\$27,647	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Bolivar County Literacy Council	MS	\$163,511	Director	\$65,313	\$75,338	2024
United Women Of Color	AL	\$163,505	Executive Di	\$8,400	\$9,676	2023
Nextstep Ministries	CA	\$163,347	President/exec Director	\$27,524	\$24,615	2024
Junior Charity League Of Concordinc	NC	\$163,213	Executive Di	\$13,881	\$15,293	2023
Black Child Development Institute Ohio	OH	\$169,105	President	\$41,750	\$47,150	2023
Helping Hands Of Kilgore	TX	\$162,622	Executive Dir.	\$33,000	\$34,188	2024
Coptic Cross Ministries	VA	\$169,965	Executive Minister	\$42,000	\$42,000	2024
Timothy's Ministry	IL	\$162,217	Director	\$91,340	\$93,002	2024
Danville Police Association	IL	\$162,163	Secretary	\$288	\$302	2023
The Israel Story Inc	OH	\$171,747	President	\$91,253	\$103,056	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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 534 organizations. Compensation range \$116–\$263,599; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$166,147); for reference, expenses \$170,136 and assets \$6,915.

ROLE MATCH Susanna Calvert, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 29 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 11 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	49 th
Total compensation (D + F), as reported (no adjustments)	51 st
Reportable pay only (column D), adjusted	52 nd
All sources (D + E + F), adjusted	46 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 (Susanna Calvert) 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 10, 2026, comparing compensation against 534 similarly situated organizations (Same NTEE sector (P20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$41,500 is reasonable (approximately the 49th 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 10, 2026.