

# Its Time A Houghton Family Global

Executive Director / CEO

EIN 832901443

UT · NTEE P20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Shelly Tucker, Executive Director / CEO** (\$33,600) against **every comparable organization** that fit the selection criteria — **214** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **48<sup>th</sup>** percentile of comparable organizations within the typical range

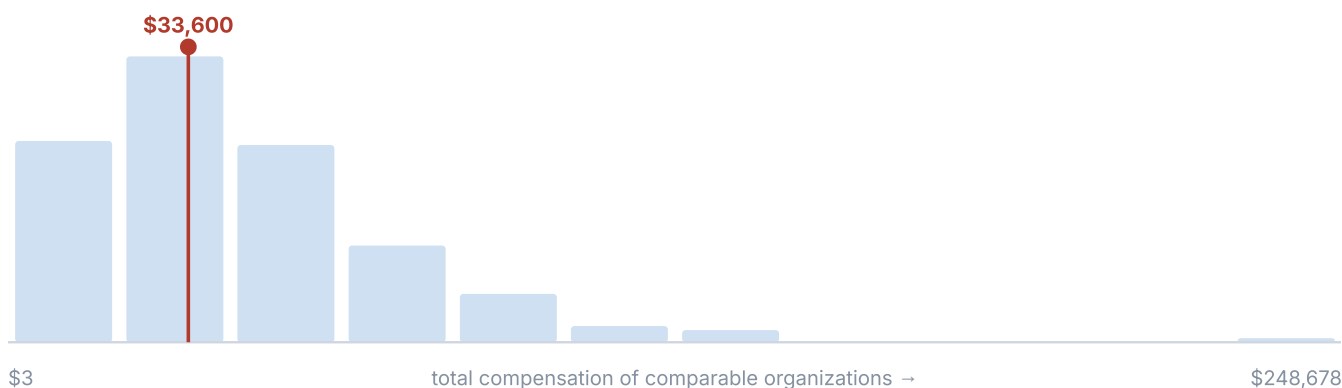
**Benchmarked executive:** Shelly Tucker — reported title “DIRECTOR - R”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$75,456 and \$168,931 — 0.67x to 1.50x the subject's \$112,621 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20), nationwide + budget 0.67–1.5x revenue.

**214** organizations qualified on sector, size, and geography → **214** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,136	\$21,376	\$36,655	\$57,317	\$80,369	\$33,600
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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 UT 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="#">Virtues Matter Inc</a>	MD	\$112,221	President And Ceo	\$63,333	<b>\$59,561</b>	2023
<a href="#">La Voz Del Consolador</a>	TX	\$113,301	Media	\$30,000	<b>\$30,187</b>	2023
<a href="#">Bayouclinic Inc</a>	AL	\$111,673	Executive Director	\$106,204	<b>\$115,416</b>	2023
<a href="#">Avenues Foundation</a>	PA	\$113,617	Executive Director	\$27,981	<b>\$28,068</b>	2023
<a href="#">Central Avenue Center Of Hope Inc</a>	KS	\$111,517	Execuitive Director	\$35,150	<b>\$38,198</b>	2023
<a href="#">Globalfest Inc</a>	NY	\$111,384	President	\$13,440	<b>\$12,217</b>	2023
<a href="#">This Star Won't Go Out Inc</a>	MA	\$111,130	Executive Director	\$24,000	<b>\$21,072</b>	2024
<a href="#">Our Sisters Closet Inc</a>	AL	\$114,120	President	\$38,142	<b>\$40,261</b>	2024
<a href="#">Rural Housing Partnership</a>	VA	\$111,091	Executive Director	\$7,190	<b>\$6,783</b>	2024
<a href="#">Wnyhoo-now Inc</a>	MO	\$114,482	Ceo, President & Treasurer	\$88,846	<b>\$91,943</b>	2024
<a href="#">Jackson In Action 83 Foundation Inc</a>	FL	\$110,156	Executive Director	\$54,000	<b>\$49,565</b>	2024
<a href="#">The Roadie Clinic Inc</a>	MI	\$115,316	Ceo	\$18,000	<b>\$18,153</b>	2024
<a href="#">Helping Hands Ministry</a>	TN	\$109,695	President	\$9,070	<b>\$9,590</b>	2023
<a href="#">Mcsy Qalicb Ymca (6859-so1)</a>	WA	\$109,368	Director/president	\$42,956	<b>\$37,577</b>	2024
<a href="#">Greater Louisville Intergroup Inc</a>	KY	\$109,188	Coo	\$35,700	<b>\$37,475</b>	2024
<a href="#">Less Leg More Heart</a>	NH	\$116,429	President	\$15,850	<b>\$14,722</b>	2023
<a href="#">Fraternal Order Of Eagles</a>	MI	\$116,467	President	\$150	<b>\$147</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Helping Hands Of Middle &amp; West Tennessee</a>	TN	\$116,475	Ceoprogram Director	\$82,000	<b>\$82,045</b>	2025
<a href="#">Seasons Village Inc</a>	NC	\$107,869	Program Director	\$52,000	<b>\$54,048</b>	2023
<a href="#">Virtuemedia Inc</a>	GA	\$107,745	President & Founder	\$83,197	<b>\$84,148</b>	2023
<a href="#">Refugio Ministries Inc</a>	GA	\$117,819	President	\$66,709	<b>\$65,536</b>	2024
<a href="#">Delaware Family Restoration Services Inc</a>	DE	\$117,989	Dir Development	\$60,775	<b>\$58,143</b>	2024
<a href="#">Women In Revenue Inc</a>	CA	\$106,627	Executive Dir.	\$49,862	<b>\$43,311</b>	2023
<a href="#">Texas Association Of Soccer Coaches</a>	TX	\$119,065	Chief Operat	\$18,125	<b>\$17,715</b>	2024
<a href="#">Arts Foundation For Seniors Inc</a>	FL	\$106,144	Exec Dir & S	\$67,000	<b>\$61,498</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to UT 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 UT 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	<b>214</b> organizations. Compensation range \$3–\$248,678; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$112,621); for reference, expenses \$110,501 and assets \$208,421.
ROLE MATCH	Shelly Tucker, reported title " <i>DIRECTOR - R</i> ", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	29 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 6 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	48 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	45 <sup>th</sup>
Reportable pay only (column D), adjusted	55 <sup>th</sup>
All sources (D + E + F), adjusted	41 <sup>st</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 (Shelly Tucker) 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 214 similarly situated organizations (Same NTEE sector (P20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$33,600 is reasonable (approximately the 48<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.