

# Crossroads Village Mutual Housing

Executive Director / CEO

EIN 943136769  
 CA · NTEE L20  
 FY ending 2025-06-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Sarah Chee, Executive Director / CEO** (\$5,430) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 9<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

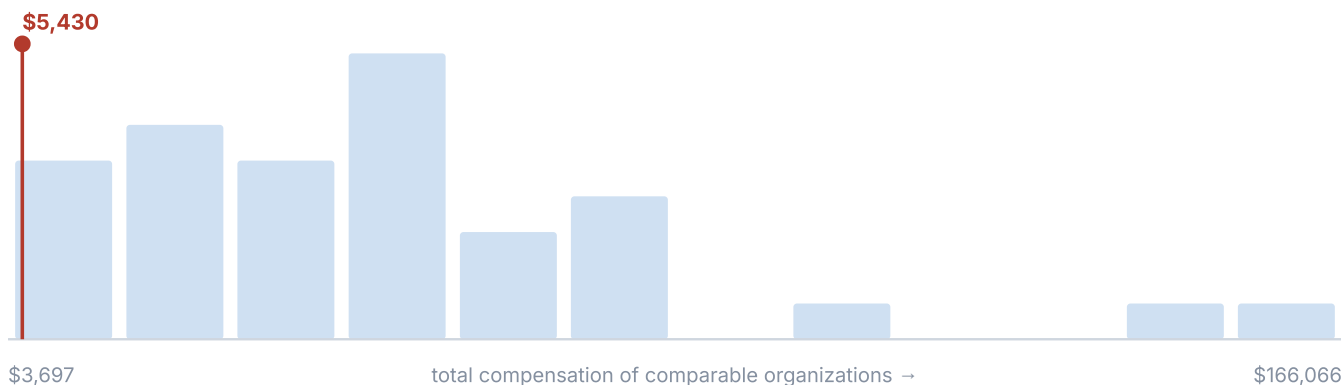
**Benchmarked executive:** Sarah Chee — reported title "Director", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20).
BUDGET	Total revenue between \$159,741 and \$357,630 — 0.67x to 1.50x the subject's \$238,420 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20) + CA + budget 0.67–1.5x revenue.

**34** organizations qualified on sector, size, and geography → **34** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,940	\$27,721	\$46,148	\$64,109	\$81,334	<b>\$5,430</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 CA 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="#">Alvarez Court Inc</a>	CA	\$234,805	Ceo	\$47,732	<b>\$50,442</b>	2023
<a href="#">Unseen Heroes For Creative Communit</a>	CA	\$247,521	Executive Director	\$24,500	<b>\$25,891</b>	2023
<a href="#">Office Of People</a>	CA	\$247,998	Ceo	\$12,898	<b>\$13,239</b>	2024
<a href="#">San Joaquin Valley Housing Collaborative</a>	CA	\$249,665	Executive Dir.	\$26,183	<b>\$27,670</b>	2023
<a href="#">Ford Road Supportive Housing Inc</a>	CA	\$220,641	President	\$43,669	<b>\$46,148</b>	2023
<a href="#">Affordable Housing Paso Robles</a>	CA	\$257,029	President	\$40,325	<b>\$41,392</b>	2024
<a href="#">Housing Alternatives Inc</a>	CA	\$258,573	President & Ceo	\$138,000	<b>\$141,651</b>	2024
<a href="#">Neighborhood Housing Renewal Corp ll</a>	CA	\$259,011	Secretary, Treasurer	\$26,376	<b>\$27,874</b>	2023
<a href="#">Edenhope Villa Esperanza Inc</a>	CA	\$259,493	President	\$39,896	<b>\$40,952</b>	2024
<a href="#">Ecology House Inc</a>	CA	\$259,749	President	\$21,418	<b>\$21,985</b>	2024
<a href="#">Mill Creek Apartments</a>	CA	\$263,192	Secretary/treasurer	\$39,437	<b>\$40,480</b>	2024
<a href="#">Helping Hands United Incorporated</a>	CA	\$264,244	President & Ceo	\$4,300	<b>\$4,414</b>	2024
<a href="#">Dela Vina Housing Inc</a>	CA	\$212,068	Executive Director	\$3,602	<b>\$3,697</b>	2024
<a href="#">Glendale Housing Corporation</a>	CA	\$210,867	Chief Executive Officer	\$61,000	<b>\$64,463</b>	2023
<a href="#">Site K Inc</a>	CA	\$210,341	President	\$45,067	<b>\$46,259</b>	2024
<a href="#">Muirfield Apartments Inc</a>	CA	\$204,366	Secretary/treasurer	\$37,437	<b>\$39,563</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Mid-peninsula San Pedro Inc</a>	CA	\$202,686	Cfo / Assistant Secretary	\$77,467	<b>\$79,517</b>	2024
<a href="#">Parker Street Foundation</a>	CA	\$286,001	Secretary Treasurer	\$4,488	<b>\$4,607</b>	2024
<a href="#">Church Street Housing Inc</a>	CA	\$290,424	President	\$45,067	<b>\$46,259</b>	2024
<a href="#">Dwight Way Housing Inc</a>	CA	\$186,012	Ceo	\$47,732	<b>\$50,442</b>	2023
<a href="#">Suburban Alternatives Land Trust</a>	CA	\$184,910	Chairman-ceo	\$96,000	<b>\$98,540</b>	2024
<a href="#">Mid-peninsula Colma Ridge Inc</a>	CA	\$293,405	Cfo / Assistant Secretary	\$77,467	<b>\$79,517</b>	2024
<a href="#">Sky Parkway Mutual Housing Corporation</a>	CA	\$179,653	Ceo	\$34,705	<b>\$36,675</b>	2023
<a href="#">Cdla Inc</a>	CA	\$298,739	President	\$43,669	<b>\$46,148</b>	2023
<a href="#">Vernon Street Housing Inc</a>	CA	\$169,826	Ceo	\$47,732	<b>\$50,442</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2025 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 CA 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** 34 organizations. Compensation range \$3,697–\$166,066; filing years 2023–2024.

**SIZE BASIS** Matched on total revenue (\$238,420); for reference, expenses \$320,789 and assets \$1,046,207.

**ROLE MATCH** Sarah Chee, reported title "*Director*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY	24 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	9 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	9 <sup>th</sup>
Reportable pay only (column D), adjusted	76 <sup>th</sup>
All sources (D + E + F), adjusted	6 <sup>th</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 (Sarah Chee) 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 34 similarly situated organizations (Same NTEE sector (L20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$5,430 is reasonable (approximately the 9<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.