

# Shenandoah Shores Property Owners

Executive Director / CEO

EIN 237215879  
 VA · NTEE L51Z  
 FY ending 2023-06-30  
 June 13, 2026

This analysis benchmarks the total compensation of **Sandra Thomas, Executive Director / CEO** (\$13,750) against **every comparable organization** that fit the selection criteria — **1277** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **14<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

**Benchmarked executive:** Sandra Thomas — reported title "SECY/TREAS", 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 (L51Z).
BUDGET	Total revenue between \$302,480 and \$677,194 — 0.67x to 1.50x the subject's \$451,463 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (L), nationwide + budget 0.67–1.5x revenue.

**1,277** organizations qualified on sector, size, and geography → **1,277** within the band from the benchmarked peer set.

## Distribution of comparable compensation



\$10,271	\$23,799	\$46,668	\$68,956	\$98,956	\$13,750
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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
<a href="#">The Residences At Neponset Field Inc</a>	MA	\$451,548	Chief Executive Officer	\$42,255	<b>\$39,326</b>	2023
<a href="#">National Steelworkers Oldtimers</a>	FL	\$451,562	Vice Preside	\$75,384	<b>\$69,404</b>	2025
<a href="#">Freedom West Community Development Corpo</a>	OK	\$451,361	Executive Dir.	\$6,000	<b>\$6,646</b>	2024
<a href="#">Episcopal Housing Of Birmingham Inc</a>	AL	\$451,323	Executive Director	\$13,829	<b>\$15,029</b>	2024
<a href="#">Tg_304 Inc</a>	TX	\$451,897	Executive Director	\$29,794	<b>\$29,981</b>	2024
<a href="#">Helping_The Homeless Inc</a>	VA	\$450,933	Chief Executive Officer	\$40,050	<b>\$38,901</b>	2024
<a href="#">Booth Manor Inc</a>	NE	\$450,725	President	\$9,613	<b>\$10,401</b>	2024
<a href="#">Ruperts Kids Inc</a>	IN	\$450,629	President & Secretary	\$23,700	<b>\$25,142</b>	2024
<a href="#">Franklin County Women And Family Shelter</a>	KY	\$452,315	Executive Director	\$56,273	<b>\$60,819</b>	2024
<a href="#">Bhs Community Development Corporation</a>	CA	\$450,600	Ceo/president (Thru 8/23)	\$7,767	<b>\$6,747</b>	2024
<a href="#">Tahoe Housing Hub</a>	CA	\$450,249	Ceo/presiden	\$170,000	<b>\$143,865</b>	2025
<a href="#">Sacred Heart Village Ii Inc</a>	CO	\$450,091	President	\$13,716	<b>\$13,230</b>	2024
<a href="#">Philippian Gardens Inc</a>	PA	\$449,934	Executive Di	\$62,260	<b>\$64,303</b>	2023
<a href="#">Creative Compassion Inc</a>	TN	\$449,731	Executive Director/ceo	\$43,922	<b>\$46,444</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Habitat For Humanity International</a>	NE	\$449,627	Executive Di	\$60,000	<b>\$64,919</b>	2024
<a href="#">Nehemiah Project La Inc</a>	CA	\$449,577	President And Ceo	\$48,830	<b>\$43,669</b>	2023
<a href="#">Garwyn Oaks Northwest Housing Resource Center Inc</a>	MD	\$453,504	Executive Director	\$82,083	<b>\$77,198</b>	2024
<a href="#">Washington Beech Revitalization Corporat</a>	MA	\$453,811	President Until 8/4/2023	\$27,754	<b>\$25,089</b>	2024
<a href="#">Augusta Voa Elderly Housing Inc</a>	VA	\$453,945	President	\$183,373	<b>\$173,521</b>	2025
<a href="#">Engineer Center Inc</a>	MD	\$448,964	President	\$57,978	<b>\$54,528</b>	2024
<a href="#">Gallagher Mansion Inc</a>	MD	\$448,849	Secretary	\$11,427	<b>\$10,747</b>	2024
<a href="#">Saint Elizabeth Terrace Warwick</a>	RI	\$454,615	President & Ceo	\$27,641	<b>\$26,663</b>	2024
<a href="#">Consumer Law Building Corporation</a>	MA	\$454,884	Executive Director	\$48,675	<b>\$44,002</b>	2024
<a href="#">Opportunity Place Inc</a>	FL	\$448,000	Executive Director	\$63,649	<b>\$58,600</b>	2025
<a href="#">San Antonio Fair Housing Council Inc</a>	TX	\$447,629	Executive Director	\$63,951	<b>\$66,254</b>	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 2023 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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT **1277** organizations. Compensation range \$79–\$608,091; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$451,463); for reference, expenses \$440,145 and assets \$2,219,374.
ROLE MATCH	Sandra Thomas, reported title " <i>SECY/TREAS</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	707 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	63 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	14 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	13 <sup>th</sup>
Reportable pay only (column D), adjusted	58 <sup>th</sup>
All sources (D + E + F), adjusted	3 <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 (Sandra Thomas) 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 13, 2026, comparing compensation against 1277 similarly situated organizations (Same NTEE major group (L), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$13,750 is reasonable (approximately the 14<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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 13, 2026.