

Anti-malware Testing Standards

This analysis benchmarks the total compensation of **John Hawes, Executive Director / CEO** (\$126,500) against **every comparable organization** that fit the selection criteria — **49** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **82nd** percentile of comparable organizations within the typical range

Benchmarked executive: John Hawes — reported title "COO", 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 (S41).

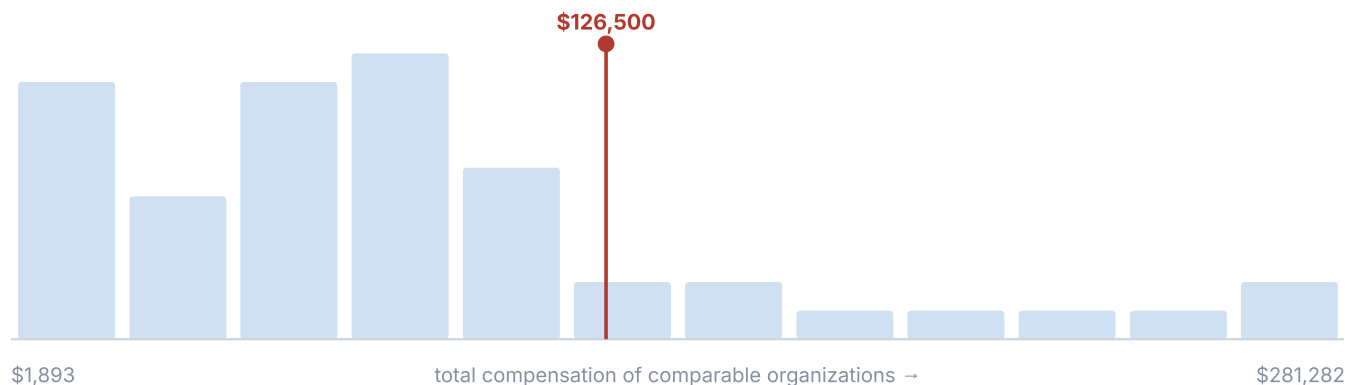
BUDGET Total revenue between \$178,486 and \$399,597 — 0.67x to 1.50x the subject's \$266,398 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (S41) + CA + budget 0.67–1.5x revenue.

49 organizations qualified on sector, size, and geography

→ **49** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,921	\$47,295	\$76,368	\$102,000	\$175,383	\$126,500
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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 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
Alameda Health System Medical Staff	CA	\$265,796	Chief Of Staff	\$18,750	\$18,212	2024
Bulgaria Innovation Hub Inc	CA	\$267,003	Executive Director	\$151,350	\$151,350	2023
Handle District Corporation	CA	\$270,499	Executive Dir.	\$71,444	\$71,444	2023
Main Street Business Improvement	CA	\$271,407	Exdir/secty/trs	\$69,088	\$67,106	2024
Sunnyvale Downtown Association	CA	\$272,720	Executive Director	\$110,000	\$110,000	2023
The Medical Staff Of The Riverside	CA	\$273,358	President	\$36,000	\$34,967	2024
Novato Downtown Old Town Business	CA	\$258,312	Executive Dir.	\$78,624	\$76,368	2024
Sandplay Therapists Of America	CA	\$255,631	Journal Editor	\$14,000	\$13,598	2024
Antelope Valley Chambers Of Commerce	CA	\$278,248	Ceo	\$69,486	\$69,486	2023
China Enterprise Council	CA	\$253,683	Director	\$39,000	\$39,000	2023
Phcc Educational Foundation	CA	\$252,617	Ceo	\$13,059	\$13,059	2023
National Association Of Wine Retailers	CA	\$247,521	Executive Director	\$79,175	\$76,903	2024
Medical Staff Of Doctors Medical Center	CA	\$247,482	Chief Of Staff	\$48,000	\$48,000	2023
Medical Staff Of Southwest Healthcare	CA	\$244,802	Chief Of Staff	\$39,000	\$39,000	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Downtown Vacaville Business	CA	\$290,813	Executive Dir.	\$81,415	\$81,415	2023
Lake Forest Chamber Of Commerce Inc	CA	\$240,795	Ceo	\$62,385	\$60,595	2024
Pacific Association Of Domestic	CA	\$292,507	Executive Director	\$52,500	\$50,994	2024
Lakeshore Avenue Business Improvement	CA	\$235,378	Co-director	\$14,356	\$13,944	2024
Hemet San Jacinto Valley Chamber Of	CA	\$235,344	Executive Dir.	\$68,577	\$66,610	2024
Ccidc Inc	CA	\$232,400	Executive Dir.	\$84,000	\$81,590	2024
Secure Water Alliance	CA	\$230,595	Executive Dir.	\$90,000	\$90,000	2023
German American Business Assoc Of Calif	CA	\$226,244	Executive Director	\$48,692	\$47,295	2024
United Vegetable Growers Cooperative	CA	\$225,143	Ceo	\$250,000	\$242,828	2024
Western Medical Center	CA	\$223,931	Chief Of Staff	\$60,000	\$60,000	2023
Western Regional Master Builders Assn	CA	\$309,665	Ex.vp/sec/treas	\$154,800	\$146,483	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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.

Sample, role match & sensitivity

PEER COUNT **49** organizations. Compensation range \$1,893–\$281,282; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$266,398); for reference, expenses \$347,110 and assets \$188,333.
ROLE MATCH	John Hawes, reported title "COO", 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	1 peer 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	82 nd
Total compensation (D + F), as reported (no adjustments)	80 th
Reportable pay only (column D), adjusted	82 nd
All sources (D + E + F), adjusted	82 nd

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 (John Hawes) 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 49 similarly situated organizations (Same NTEE sector (S41) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$126,500 is reasonable (approximately the 82nd 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.