

Finishing Contractors Association Of

Executive Director / CEO

EIN 273276688

CA · NTEE S41

FY ending 2025-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Paul Morales, Executive Director / CEO** (\$2,000) against **every comparable organization** that fit the selection criteria — **51** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 0th percentile of comparable organizations

below the typical range for comparable organizations

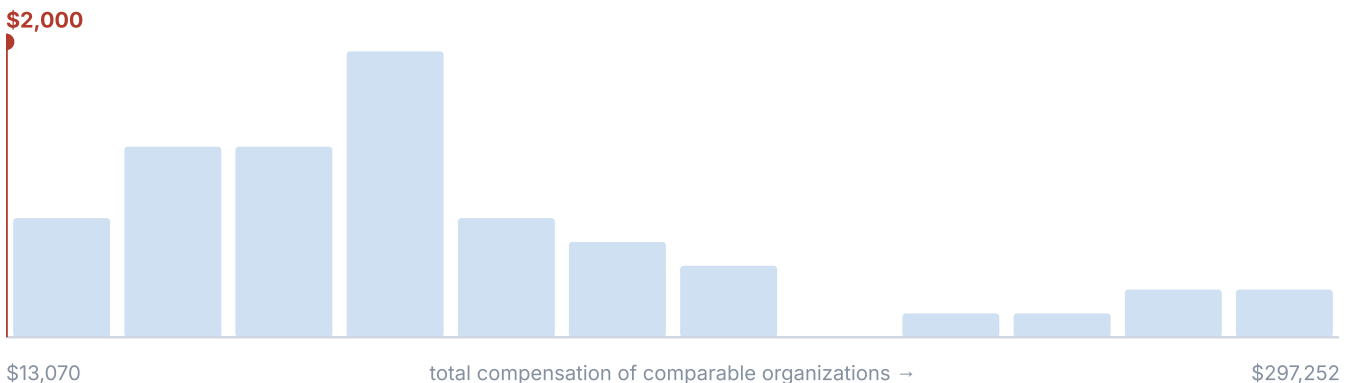
Benchmarked executive: Paul Morales — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$215,701 and \$482,914 — 0.67x to 1.50x the subject's \$321,943 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41) + CA + budget 0.67–1.5x revenue.

51 organizations qualified on sector, size, and geography → **51** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$36,953	\$58,648	\$95,110	\$132,261	\$221,130	\$2,000
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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
Orange County Iranian American	CA	\$322,713	Ceo	\$86,363	\$91,266	2023
Visit Morgan Hill	CA	\$329,596	Executive Director	\$148,883	\$148,883	2025
Tma Bluetech	CA	\$312,904	Executive Director	\$116,000	\$119,069	2024
Western Regional Master Builders Assn	CA	\$309,665	Ex.vp/sec/treas	\$154,800	\$154,800	2025
Rainbow Chamber Of Commerce	CA	\$337,313	Exe Director	\$99,102	\$99,102	2025
Inland Empire Tourism Council	CA	\$344,902	Executive Director	\$268,738	\$275,848	2024
Pacific Association Of Domestic	CA	\$292,507	Executive Director	\$52,500	\$53,889	2024
Downtown Vacaville Business	CA	\$290,813	Executive Dir.	\$81,415	\$86,038	2023
450 Mhz Alliance	CA	\$357,310	Director	\$102,800	\$105,520	2024
Vernon Chamber Of Commerce	CA	\$363,674	President & Ceo	\$127,467	\$130,840	2024
Antelope Valley Chambers Of Commerce	CA	\$278,248	Ceo	\$69,486	\$73,431	2023
Bioenergy Association Of California	CA	\$365,894	Executive Dir.	\$225,156	\$231,113	2024
The Medical Staff Of The Riverside	CA	\$273,358	President	\$36,000	\$36,953	2024
Golden State Power Cooperative	CA	\$370,753	General Manager	\$289,590	\$297,252	2024
Sunnyvale Downtown Association	CA	\$272,720	Executive Director	\$110,000	\$116,245	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
California Attractions And Parks	CA	\$371,560	Executive Di	\$209,249	\$221,130	2023
Main Street Business Improvement	CA	\$271,407	Exdir/secty/trs	\$69,088	\$70,916	2024
Handle District Corporation	CA	\$270,499	Executive Dir.	\$71,444	\$75,500	2023
Oak Park Business Association	CA	\$374,255	Executive Dir.	\$84,000	\$88,769	2023
Bulgaria Innovation Hub Inc	CA	\$267,003	Executive Director	\$151,350	\$159,943	2023
Anti-malware Testing Standards	CA	\$266,398	Coo	\$126,500	\$133,682	2023
Alameda Health System Medical Staff	CA	\$265,796	Chief Of Staff	\$18,750	\$19,246	2024
Novato Downtown Old Town Business	CA	\$258,312	Executive Dir.	\$78,624	\$80,704	2024
Housing Contractors Of California	CA	\$386,344	Dir. Of Risk Mgmt	\$166,916	\$176,393	2023
Sandplay Therapists Of America	CA	\$255,631	Journal Editor	\$14,000	\$14,370	2024

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.

● Sample, role match & sensitivity

PEER COUNT 51 organizations. Compensation range \$13,070–\$297,252; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$321,943); for reference, expenses \$160,860 and assets \$1,149,053. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Paul Morales, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this 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	4 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	0 th
Total compensation (D + F), as reported (no adjustments)	0 th
Reportable pay only (column D), adjusted	2 nd
All sources (D + E + F), adjusted	0 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 (Paul Morales) 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 51 similarly situated organizations (Same NTEE sector (S41) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$2,000 is reasonable (approximately the 0th 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.