

Corporate Tax Foundation

Executive Director / CEO

EIN 274544039

AZ · NTEE B12

FY ending 2024-06-30

June 13, 2026

This analysis benchmarks the total compensation of **Dan Waage, Executive Director / CEO** (\$23,416) against **every comparable organization** that fit the selection criteria — **85** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **20th** percentile of comparable organizations below the typical range for comparable organizations

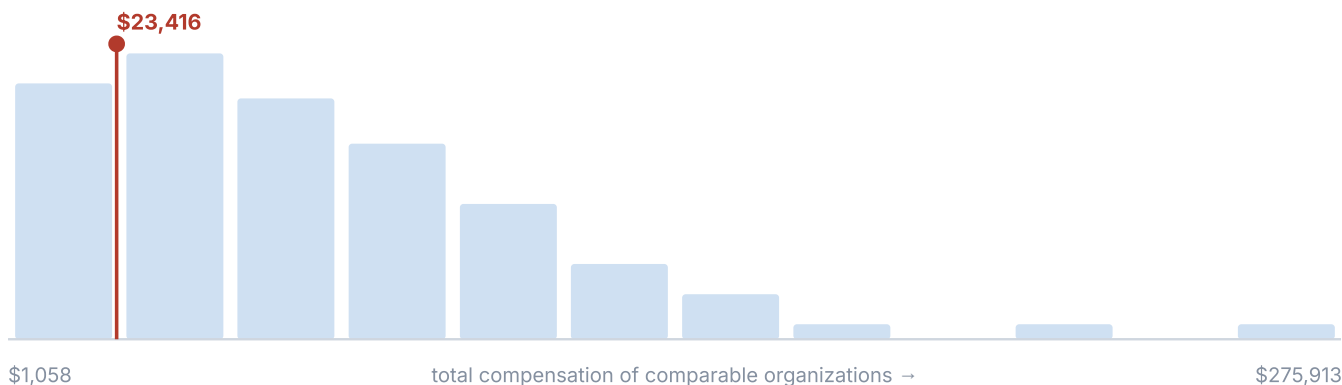
Benchmarked executive: Dan Waage — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B12).
BUDGET	Total revenue between \$323,072 and \$723,297 — 0.67x to 1.50x the subject's \$482,198 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B12), nationwide + budget 0.67–1.5x revenue.

85 organizations qualified on sector, size, and geography → **85** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,338	\$29,590	\$55,610	\$90,651	\$122,624	\$23,416
----------	----------	----------	----------	-----------	----------



■ 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 AZ 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
Friends Of Israel Sci-tech Schools	NY	\$472,876	Executive Di	\$69,659	\$67,385	2023
Friends Of Woodstock School Inc	WA	\$459,722	Administrative Manager	\$58,667	\$56,229	2023
Independent Schools Corporate Tax Fnd	AZ	\$504,812	President	\$21,407	\$21,407	2024
Southeast Community Foundation	CA	\$506,443	Ceo	\$92,500	\$85,506	2023
United World Schools Usa Inc	NJ	\$457,065	Executive Director	\$150,000	\$139,256	2024
Charter Champions Of Rochester Inc	NY	\$507,409	Chief Executive Officer	\$217,295	\$210,199	2023
Three Oclock Project	LA	\$455,968	Executive Di	\$85,000	\$100,197	2023
Family Heritage Foundation Inc	GA	\$508,479	Executive Di	\$47,443	\$51,066	2023
Philadelphia Middle College Foundation	PA	\$455,182	Director	\$40,000	\$41,477	2024
South Carolina First Steps To	SC	\$454,600	Executive Di	\$75,960	\$84,833	2023
Our Grounds Inc	FL	\$454,334	Executive Director And Occupational Therapist	\$83,077	\$81,151	2024
University Village Development Corporation Of Kearney	NE	\$511,867	Executive Director/secretary	\$19,324	\$21,054	2025
Wakiya Foundation Inc	VA	\$450,050	President	\$27,500	\$29,590	2022

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Diversify Dietetics Inc	GA	\$514,850	Co-founder & Executive Director	\$96,926	\$98,725	2025
Developmental Educational Services	PA	\$449,301	Executive Director	\$10,528	\$10,917	2024
Grace Lu Preschool & Kindergarten	CA	\$516,985	Director	\$50,400	\$45,253	2024
Saint Sebastian Project Inc	CA	\$447,196	Executive Director	\$27,000	\$24,242	2024
Vbr Research And Education	VT	\$445,559	Ed Vt Talent Pipeline	\$41,981	\$43,937	2024
Quincy Catholic Elementary Schools	IL	\$443,476	Executive Di	\$72,800	\$74,419	2024
Boulder Public Library Foundation	CO	\$521,630	Executive Director	\$152,651	\$156,695	2023
Sae Financial & Housing Inc	IL	\$525,031	Housekeeper	\$19,724	\$20,163	2024
The Irvine Childrens Fund	CA	\$527,777	Icf Executive Director	\$29,000	\$26,038	2024
Colorado School Finance Project Inc	CO	\$434,220	Executive Director	\$128,414	\$124,734	2025
Fillmore Community Auction	MN	\$432,357	President	\$1,000	\$1,058	2023
The Partnership Plan For Stillwater	MN	\$430,355	Executive Di	\$38,978	\$40,048	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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	85 organizations. Compensation range \$1,058–\$275,913; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$482,198); for reference, expenses \$298,152 and assets \$5,997,204.
ROLE MATCH	Dan Waage, reported title "PRESIDENT", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	20 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	20 th
Total compensation (D + F), as reported (no adjustments)	21 st
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	80 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 (Dan Waage) 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 85 similarly situated organizations (Same NTEE sector (B12), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$23,416 is reasonable (approximately the 20th 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 13, 2026.