

Keep The Change Incorporated

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Christopher Shepherd, Executive Director / CEO** (\$57,050) against **every comparable organization** that fit the selection criteria — **223** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **63rd** percentile of comparable organizations within the typical range

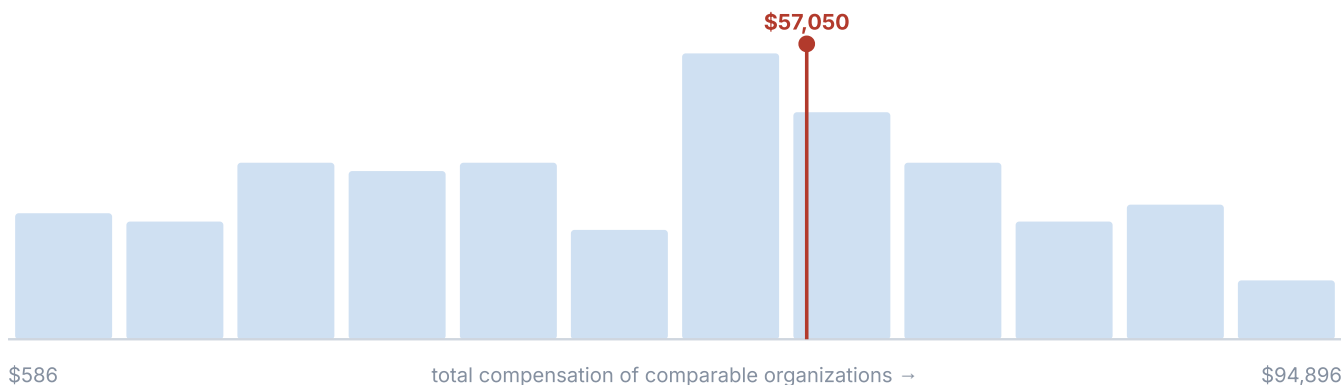
Benchmarked executive: Christopher Shepherd — reported title "President/CEO/Director", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P80).
BUDGET	Total revenue between \$160,378 and \$359,056 — 0.67x to 1.50x the subject's \$239,371 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P80), nationwide + budget 0.67–1.5x revenue.

223 organizations qualified on sector, size, and geography → **223** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,542	\$27,057	\$49,133	\$64,296	\$79,104	\$57,050
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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
Eastside Friends Of Seniors	WA	\$237,997	Executive Dir	\$80,792	\$69,900	2024
Dig Furniture Bank	PA	\$236,840	Executive Director	\$18,000	\$17,858	2023
Paws And Affection Inc	PA	\$236,764	Executive Director	\$30,000	\$28,911	2024
Southside Senior Services Inc	CA	\$242,246	Executive Director	\$50,175	\$43,105	2023
New Start Inc	MD	\$243,184	Admin Specialist	\$10,939	\$9,883	2024
Assumption Community Services Inc	MN	\$235,205	Director Of Finance (Jan-nov)	\$27,512	\$27,046	2023
Honoring Our Veterans	WY	\$235,094	Executive Director	\$50,003	\$51,743	2024
Azul - Fashion Art Design Inc	FL	\$243,747	Founder & Ce	\$64,500	\$58,554	2024
Launch Uganda	OR	\$234,976	President	\$37,921	\$34,030	2024
The Erika Whitmore Godwin Foundation	CA	\$243,885	Founder & Ceo	\$101,246	\$86,980	2023
The People Center Inc	MI	\$243,932	Executive Di	\$53,663	\$55,107	2023
Austin Pregnancy Resource Center	TX	\$244,589	Ceo	\$84,000	\$83,598	2023
Farm To Fork	CA	\$233,962	Esterline	\$33,001	\$27,538	2024
Stonewall Inn Gives Back Initiative Inc	NY	\$244,799	Ceo	\$90,792	\$79,282	2024
Highland Manor Apartments Inc	NC	\$244,812	President	\$15,432	\$15,409	2024
The Penguin Project Foundation Inc	IL	\$233,841	Ceo	\$33,500	\$31,006	2025
Girls Growing li Women	MI	\$245,156	President	\$54,100	\$53,961	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends With Disabilities	MI	\$233,467	President	\$29,520	\$29,445	2024
Answer Scholarship Inc	NC	\$245,334	Executive Dir.	\$37,433	\$37,377	2024
Rock Haus Foundation	TX	\$246,930	Admin Director	\$44,683	\$44,469	2023
Harlem Pride Incorporated	NY	\$246,990	President & Ceo	\$18,792	\$16,894	2023
Elite Women Of Excellence	GA	\$247,207	Executive Director/ceo	\$49,979	\$49,997	2023
Roads To Freedom	PA	\$248,112	Ceo	\$32,726	\$32,469	2023
Foresight Ski Guides Inc	CO	\$248,807	Executive Director	\$75,296	\$69,770	2024
John B Cunningham Pans And Pandas Foundation Inc	MA	\$248,969	Officer	\$80,000	\$71,522	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 2022 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.

Sample, role match & sensitivity

PEER COUNT	223 organizations. Compensation range \$586–\$94,896; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$239,371); for reference, expenses \$258,121 and assets \$3,265.
ROLE MATCH	Christopher Shepherd, reported title " <i>President/CEO/Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	24 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	63 rd
Total compensation (D + F), as reported (no adjustments)	61 st
Reportable pay only (column D), adjusted	67 th
All sources (D + E + F), adjusted	56 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 (Christopher Shepherd) 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 223 similarly situated organizations (Same NTEE sector (P80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$57,050 is reasonable (approximately the 63rd 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.