

National Shellfisheries Association

Executive Director / CEO

EIN 521128190

· NTEE D033

FY ending 2024-09-30

June 13, 2026

This analysis benchmarks the total compensation of **Sandra Shumway, Executive Director / CEO** (\$74,400) against **every comparable organization** that fit the selection criteria — **640** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **81st** percentile of comparable organizations

within the typical range

Benchmarked executive: Sandra Shumway — reported title "JSR EDITOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

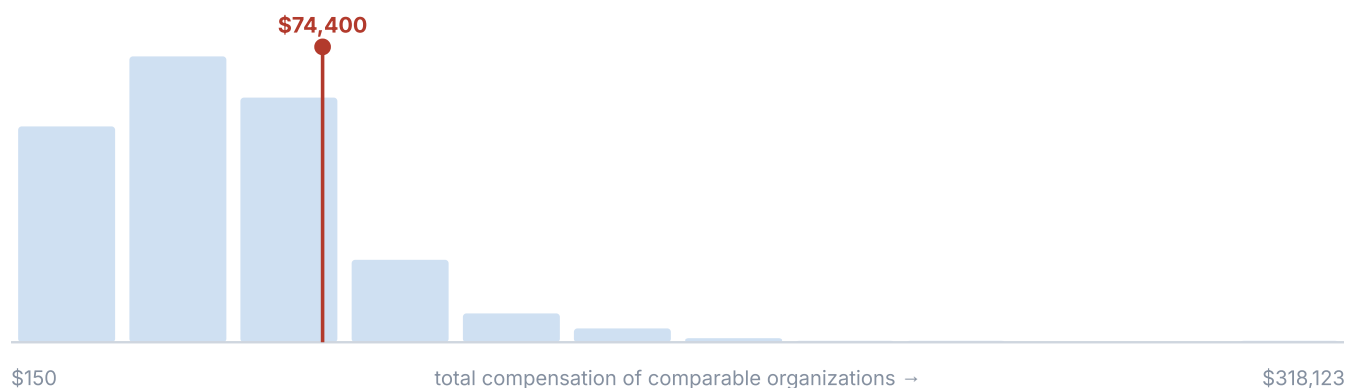
SECTOR Organizations sharing the subject's NTEE classification (D033).

BUDGET Total revenue between \$306,142 and \$685,393 — 0.67x to 1.50x the subject's \$456,929 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (D), nationwide + budget 0.67–1.5x revenue.

640 organizations qualified on sector, size, and geography → **640** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,145

\$26,963

\$48,503

\$68,039

\$89,891

\$74,400



● 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); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Emerald Coast Wildlife Refuge Inc	FL	\$456,869	Executive Director	\$43,200	\$44,476	2023
Progressive Animal Welfare Society	WA	\$456,867	Executive Director	\$18,250	\$18,789	2023
Wildlife Sanctuary Of Northwest	FL	\$457,165	Executive Di	\$32,515	\$33,475	2023
Florida Exotic Bird Sanctuary Inc	FL	\$457,265	Presidentceo	\$60,002	\$61,774	2023
Catio Cat Lounge Inc	TN	\$457,428	Secretary	\$6,133	\$6,133	2024
International Veterinary Acupuncture	TX	\$457,655	Executive Director	\$91,021	\$91,021	2024
Tails For Life Inc	WI	\$457,673	Director	\$12,678	\$12,678	2024
North Country Spca Inc	NY	\$455,725	Executive Dir.	\$83,572	\$83,572	2024
The Science And Conservation Center Inc	MT	\$455,472	Executive Director	\$94,233	\$94,233	2024
Idaho Reptile Zoo Inc	ID	\$455,171	President	\$47,616	\$49,022	2023
Humane Animal Care Coalition Inc	FL	\$458,692	President	\$11,000	\$11,000	2024
Carver Scott County Humane Society	MN	\$455,164	Former Executive Director	\$83,244	\$83,244	2024
Union County Humane Society	OH	\$455,085	Director	\$64,615	\$66,524	2023
Old Dominion Humane Society	VA	\$459,875	President	\$28,500	\$28,500	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends Of Metro Animal Services Inc	KY	\$453,895	Executive Director	\$42,294	\$42,294	2024
Alliance For Contraception In Cats & Dogs	MI	\$453,609	President	\$110,000	\$110,000	2024
Compassionate Action For Animals	MN	\$461,060	Executive Di	\$53,403	\$53,403	2024
Wildlife Rescue Center	MO	\$461,084	Executive Director	\$61,410	\$63,224	2023
Little Guild Of St Francis	CT	\$452,636	Executive Director	\$110,000	\$110,000	2024
Bright Promises Foundation	IL	\$461,402	Executive Director	\$109,992	\$109,992	2024
Pet Central Helps	IL	\$452,430	President	\$53,000	\$61,351	2021
Thompson River Animal Care Shelter	MT	\$452,210	Manager	\$39,540	\$39,540	2024
Animal Protection New Mexico Inc	NM	\$461,652	President	\$14,084	\$14,084	2024
National Deer Association Group Return	GA	\$461,866	President & Ceo	\$9,525	\$9,525	2024
Archives Of Falconry Inc	ID	\$462,335	Executive Director	\$97,276	\$97,276	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to the subject's state 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. 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 640 organizations. Compensation range \$150–\$318,123; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$456,929); for reference, expenses \$486,353 and assets \$598,599.

ROLE MATCH	Sandra Shumway, reported title <i>"JSR EDITOR"</i> , 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	21 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	19 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	81st
Total compensation (D + F), as reported (no adjustments)	81st
Reportable pay only (column D), adjusted	83rd
All sources (D + E + F), adjusted	78th

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 Shumway) 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 640 similarly situated organizations (Same NTEE major group (D), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$74,400 is reasonable (approximately the 81st 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.