

Science & Environmental Council Of

Executive Director / CEO

EIN 651102028

FL · NTEE C30

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Shafer, Executive Director / CEO** (\$24,000) against **every comparable organization** that fit the selection criteria — **146** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 7th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Jennifer Shafer — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (C30).

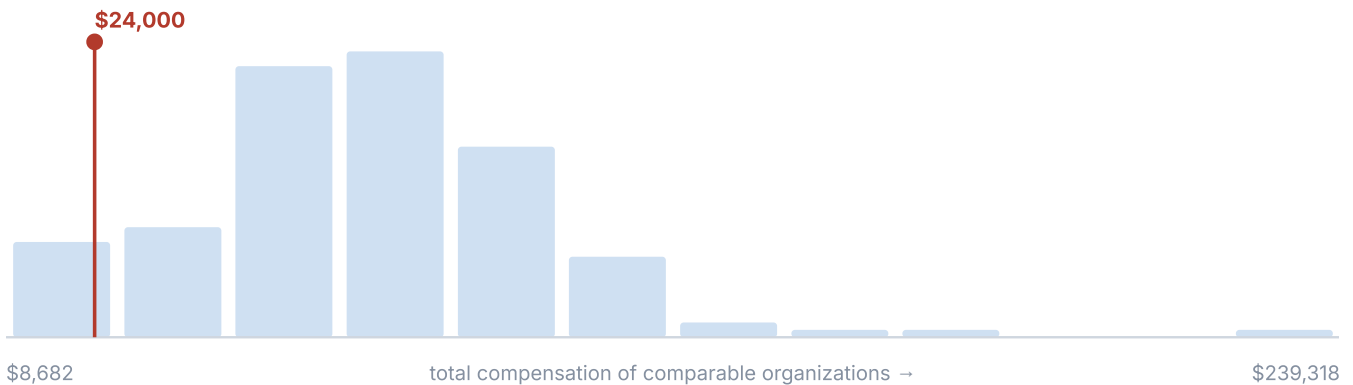
BUDGET Total revenue between \$259,620 and \$581,241 — 0.67x to 1.50x the subject's \$387,494 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (C30), nationwide + budget 0.67–1.5x revenue.

146 organizations qualified on sector, size, and geography

→ **146** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$31,786

\$53,154

\$71,575

\$88,898

\$110,049

\$24,000



■ 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 FL 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
Mt Mountain Mamas	MT	\$389,821	Executive Dir.	\$80,000	\$89,163	2024
Ocean Futures Society Inc	CA	\$384,635	President	\$81,210	\$74,647	2023
Community Cloud Forest Conservation	MN	\$390,975	Co-chair	\$36,241	\$37,025	2024
Otsego County Conservation	NY	\$383,328	Executive Dir.	\$69,904	\$65,311	2024
Maui Ocean Center Marine Institute	HI	\$393,546	Executive Di	\$67,676	\$62,647	2024
Putnam Land Conservancy Inc	FL	\$394,090	Ceo & Conservation Director	\$64,167	\$62,326	2024
Southern Maryland Rc&d Board Inc	MD	\$395,050	Executive Di	\$44,034	\$43,822	2023
Cahaba Riverkeeper Inc	AL	\$378,985	Employee	\$75,833	\$84,706	2024
Friends Of Baxter State Park	ME	\$396,313	Executive Director	\$92,805	\$96,083	2024
Resilience Alliance Inc	MA	\$377,838	Clerk, Treasurer And Ed	\$11,468	\$10,655	2024
For A Better Bayou	LA	\$377,663	Executive Director	\$84,000	\$95,635	2024
Change Is Simple Inc	MA	\$399,789	Executive Director	\$75,368	\$72,094	2023
Friends Of Illinois Nature Preserves	IL	\$405,851	Executive Director	\$70,000	\$71,154	2024
Eel River Recovery Project Inc	CA	\$368,368	Board Chair	\$78,325	\$71,995	2023
Fungi Foundation Inc	NY	\$407,817	Chief Executive Director	\$58,336	\$54,503	2024
Yellow Dog Community And Conservation	MT	\$409,274	Executive Dir	\$80,315	\$89,514	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Rivanna Conservation Alliance	VA	\$364,992	Executive Director	\$32,296	\$33,194	2023
Alliance For The Wild Rockies Inc	MT	\$364,633	Executive Director/treasur	\$105,808	\$117,926	2024
Billings Trailnet	MT	\$364,583	Executive Director	\$75,323	\$86,429	2023
Friends Of The Delaware Canal Inc	PA	\$364,269	Executive Di	\$81,900	\$84,445	2024
Fox Haven Center Inc	MD	\$410,766	Director Of Operations And	\$67,332	\$65,086	2024
Living Observatory Inc	MA	\$364,058	Director	\$42,388	\$39,384	2024
Chattanooga Audubon Society	TN	\$411,485	Executive Director	\$53,385	\$58,019	2024
Corkscrew Regional Ecosystem Watershed Land & Wate	FL	\$361,353	Executive Director	\$91,491	\$88,866	2024
The Crest	OR	\$360,557	Executive Director	\$66,333	\$63,692	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to FL 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 FL 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 146 organizations. Compensation range \$8,682–\$239,318; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$387,494); for reference, expenses \$428,617 and assets \$248,075.

ROLE MATCH	Jennifer Shafer, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	7 th
Total compensation (D + F), as reported (no adjustments)	8 th
Reportable pay only (column D), adjusted	11 th
All sources (D + E + F), adjusted	6 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 (Jennifer Shafer) 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 146 similarly situated organizations (Same NTEE sector (C30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,000 is reasonable (approximately the 7th 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.