

# The Veterans Executive Corporation

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Tony Shafer, Executive Director / CEO** (\$28,000) against **every comparable organization** that fit the selection criteria — **126** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **22<sup>nd</sup>** percentile of comparable organizations below the typical range for comparable organizations

**Benchmarked executive:** Tony Shafer — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (P20).

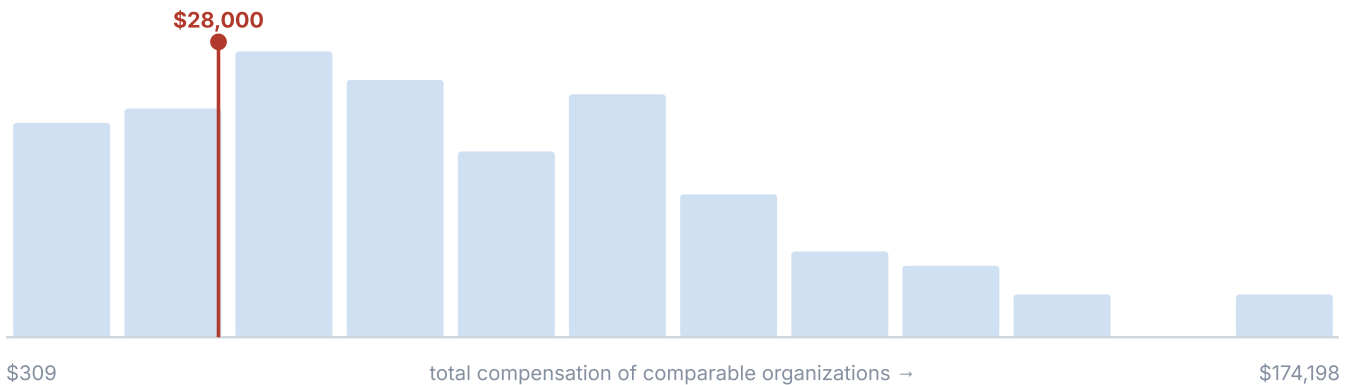
**BUDGET** Total revenue between \$205,383 and \$459,814 — 0.67x to 1.50x the subject's \$306,543 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P20) + CA + budget 0.67–1.5x revenue.

**126** organizations qualified on sector, size, and geography

→ **126** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,846	\$29,885	\$52,460	\$81,289	\$112,025	\$28,000
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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
<a href="#">Model Neighborhood Program</a>	CA	\$310,286	Executive Director	\$52,775	<b>\$52,775</b>	2024
<a href="#">Architects Of Hope Inc</a>	CA	\$311,042	President & Ceo	\$45,000	<b>\$46,329</b>	2023
<a href="#">Wayfare Labs</a>	CA	\$314,300	President, Hildegard Colle	\$8,000	<b>\$8,000</b>	2024
<a href="#">Community Counseling Associates</a>	CA	\$315,092	Ceo	\$50,010	<b>\$50,010</b>	2024
<a href="#">Dr Jennifer M Jones Foundation</a>	CA	\$316,270	President/ceo	\$161,000	<b>\$165,755</b>	2023
<a href="#">Seeds Of Hope Homes Inc</a>	CA	\$316,591	President	\$32,400	<b>\$32,400</b>	2024
<a href="#">Infinite Flow Dance</a>	CA	\$295,575	Founding Artistic Director	\$4,500	<b>\$4,500</b>	2024
<a href="#">A Place-2-live Inc</a>	CA	\$318,740	Executive Dir.	\$70,080	<b>\$70,080</b>	2024
<a href="#">California Hands And Voices</a>	CA	\$291,242	Executive Director	\$45,250	<b>\$46,587</b>	2023
<a href="#">Polybydesign</a>	CA	\$321,913	President	\$49,185	<b>\$50,638</b>	2023
<a href="#">A Touch From Above Lsm Inc</a>	CA	\$290,140	Treasurer	\$12,000	<b>\$11,691</b>	2025
<a href="#">People Partners Foundation</a>	CA	\$289,337	Executive Director	\$84,931	<b>\$84,931</b>	2024
<a href="#">San Francisco Students Back On Track</a>	CA	\$287,822	Director	\$96,000	<b>\$96,000</b>	2024
<a href="#">Open Doors To Future Possibilities Inc</a>	CA	\$325,364	President	\$45,143	<b>\$45,143</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Voices Of The Forgotten Foundation Inc</a>	CA	\$287,659	President	\$33,435	<b>\$33,435</b>	2024
<a href="#">West Valley Water Polo Foundation</a>	CA	\$285,671	Vice President	\$51,000	<b>\$52,506</b>	2023
<a href="#">Yolo Healthy Aging Alliance</a>	CA	\$328,066	Executive Director	\$29,423	<b>\$30,292</b>	2023
<a href="#">Cancer Journeys Foundation</a>	CA	\$328,870	Chairman	\$365	<b>\$365</b>	2024
<a href="#">Central Works</a>	CA	\$282,412	Board Member, Company Co-director	\$54,210	<b>\$54,210</b>	2024
<a href="#">After Life Initiative</a>	CA	\$335,030	President,co-executive	\$37,280	<b>\$37,280</b>	2024
<a href="#">Amer-i-can Foundation For Social Change</a>	CA	\$335,414	President/director	\$57,609	<b>\$59,311</b>	2023
<a href="#">Center Of Vision Enhancement</a>	CA	\$337,737	Executive Director	\$20,388	<b>\$20,990</b>	2023
<a href="#">Home On The Green Pastures</a>	CA	\$338,336	Executive Dir.	\$33,075	<b>\$34,052</b>	2023
<a href="#">Socialworks</a>	CA	\$338,436	Executive Director	\$125,004	<b>\$125,004</b>	2024
<a href="#">Arevim Institute</a>	CA	\$274,642	Cfo, Secretary	\$4,192	<b>\$4,316</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT 126 organizations. Compensation range \$309–\$174,198; filing years 2020–2025.

SIZE BASIS	Matched on total revenue (\$306,543); for reference, expenses \$322,672 and assets \$784,558.
ROLE MATCH	Tony Shafer, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	6 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	22 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	22 <sup>nd</sup>
Reportable pay only (column D), adjusted	25 <sup>th</sup>
All sources (D + E + F), adjusted	21 <sup>st</sup>

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 (Tony 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 126 similarly situated organizations (Same NTEE sector (P20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$28,000 is reasonable (approximately the 22<sup>nd</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.