

Ser Community Development Corporation

Executive Director / CEO

EIN 760366183
 TX · NTEE L20
 FY ending 2024-08-31
 June 9, 2026

This analysis benchmarks the total compensation of **Sheroo Mukhtiar, Executive Director / CEO** (\$7,031) against **every comparable organization** that fit the selection criteria — **15** 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: Sheroo Mukhtiar — reported title "DIRECTOR (CEO, SER JOBS)", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20).
BUDGET	Total revenue between \$191,591 and \$428,935 — 0.67x to 1.50x the subject's \$285,957 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20) + TX + budget 0.67–1.5x revenue.

15 organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,901	\$18,266	\$32,371	\$43,419	\$115,815	\$7,031
----------	----------	----------	----------	-----------	----------------



■ 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 TX 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
Alt Affordable Housing Services Inc -	TX	\$282,598	Executive Director	\$18,000	\$18,000	2024
Rejuvenated Life Inc	TX	\$295,537	Executive Dir.	\$39,000	\$39,000	2024
Nautical Affordable Housing Inc	TX	\$306,354	Executive Di	\$233,050	\$233,050	2024
Fulton Gardens li Corporation	TX	\$306,407	President	\$13,180	\$13,180	2024
Our Casas Resident Council Incorporated	TX	\$261,827	Executive Director	\$40,010	\$41,192	2023
The Reach Project	TX	\$260,261	Executive Dir.	\$59,615	\$59,615	2024
Evergreen Village Inc	TX	\$352,685	Secretary/treasurer	\$17,946	\$17,483	2025
Hcha Redevelopment Authority Inc	TX	\$356,807	Finance Director	\$32,371	\$32,371	2024
Bethesda Manor Inc	TX	\$209,112	Manager	\$18,000	\$18,532	2023
Community Housing Expansion Of Austin	TX	\$367,669	President	\$343	\$353	2023
Inclusive Communities Project	TX	\$380,137	Executive Dir.	\$153,282	\$153,282	2024
Lighthouse Living Centers Inc	TX	\$394,064	President	\$24,213	\$24,928	2023
Lighthouse Living Centers No 2 Inc	TX	\$397,478	President	\$24,213	\$24,928	2023
Amistad Housing Development	TX	\$400,158	Executive Di	\$41,666	\$41,666	2024
Wind Terrace Inc	TX	\$415,985	Secretary/treasurer	\$43,875	\$45,171	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	15 organizations. Compensation range \$353–\$233,050; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$285,957); for reference, expenses \$319,871 and assets \$4,228,284.
ROLE MATCH	Sheroo Mukhtiar, reported title " <i>DIRECTOR (CEO, SER JOBS)</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	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	7 th
Total compensation (D + F), as reported (no adjustments)	7 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	93 rd

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 (Sheroo Mukhtiar) 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 15 similarly situated organizations (Same NTEE sector (L20) + TX + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,031 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.