

Prepare To Change Child And Family

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Dustin Shultz, Executive Director / CEO** (\$6,200) against **every comparable organization** that fit the selection criteria — **26** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 0th percentile of comparable organizations

below the typical range for comparable organizations

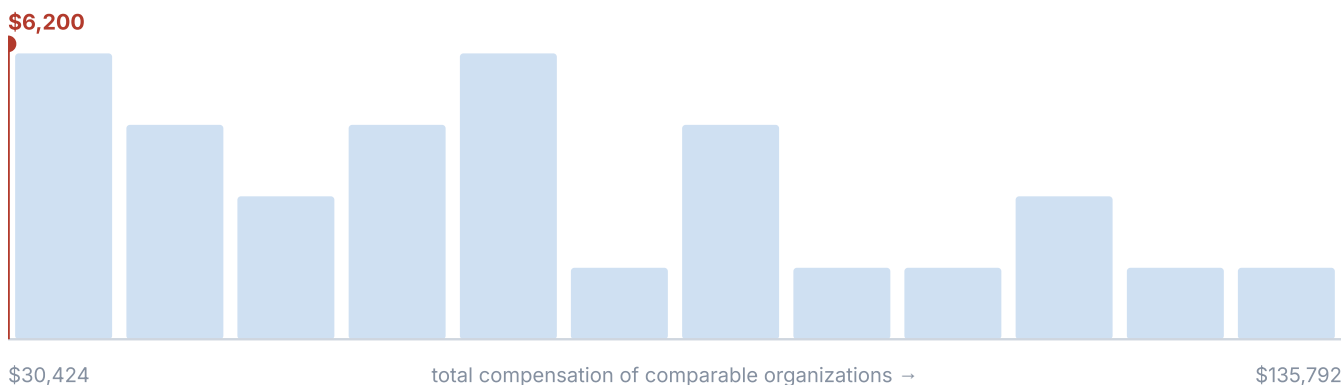
Benchmarked executive: Dustin Shultz — reported title "PRESIDENT/CE", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F99).
BUDGET	Total revenue between \$136,099 and \$304,699 — 0.67x to 1.50x the subject's \$203,133 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F99), nationwide + budget 0.67–1.5x revenue.

26 organizations qualified on sector, size, and geography → **26** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$34,945	\$47,102	\$68,166	\$89,813	\$112,798	\$6,200
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10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 0TH
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\$6,200



■ 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
Solutions Oriented Addiction Response	WV	\$203,111	Co-director	\$38,998	\$50,344	2023
Captain Joseph House Foundation	WA	\$203,445	Executive Dir.	\$40,434	\$41,923	2024
Arlee Rehabilitation Center	MT	\$209,898	Program Director	\$46,492	\$59,752	2023
The Mcclean Fletcher Center Inc	MS	\$212,869	Executive Director	\$51,827	\$65,124	2025
Teens4teens Help	CA	\$215,165	Co-founder	\$72,000	\$72,000	2024
Utah Statewide Independent Living	UT	\$186,941	Executive Di	\$69,511	\$82,389	2024
Mujeres Conectadas Inc	IN	\$174,790	President	\$56,833	\$69,408	2024
House Of Hope Of Washington County	OH	\$173,352	Executive Director	\$26,849	\$32,932	2024
Nami Yolo County	CA	\$237,958	Executive Director	\$87,400	\$89,982	2023
Made Of Millions Foundation Inc	NY	\$242,670	Executive Director/chair Of The Board	\$29,073	\$30,424	2024
Experience Nature Unplugged	CA	\$153,394	Executive Director	\$54,250	\$54,250	2024
Forever Friendship Drop-in	MI	\$151,123	Executive Director	\$39,520	\$46,021	2025
Foundation Thinkagain	CA	\$146,736	President/exec. Director	\$109,641	\$109,641	2024
Dmax Foundation	PA	\$269,972	Executive Di	\$100,719	\$119,753	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Healing Hoofbeats Of Ct Inc	CT	\$271,558	Executive Director	\$78,000	\$87,196	2023
Unity Hall	CA	\$275,819	Chairperson	\$112,628	\$115,955	2023
Lower Shore Friends Inc	MD	\$277,577	Executive Director	\$64,911	\$72,354	2023
Intouch Outreach Resource Ctr	IN	\$280,000	Executive Director For Programs	\$108,000	\$135,792	2023
Mental Health Services Of Snohomish	WA	\$283,668	President/ceo, Compass Health	\$29,848	\$30,947	2024
Itp International	CA	\$284,778	President	\$86,742	\$89,304	2023
Operation Happy Nurse	VA	\$286,417	Founder/principal Officer	\$39,000	\$44,897	2023
Intentions	NC	\$289,140	Director	\$30,000	\$36,958	2023
Mental Health News Education Inc	MA	\$290,736	Executive Di	\$103,219	\$104,647	2025
How To Read Your Baby	CO	\$295,443	Executive Director	\$88,620	\$98,408	2024
The Ark Foundation	CA	\$297,592	President	\$62,219	\$62,219	2024

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.

■ Sample, role match & sensitivity

PEER COUNT **26** organizations. Compensation range \$30,424–\$135,792; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$203,133); for reference, expenses \$193,948 and assets \$33,028.

ROLE MATCH Dustin Shultz, reported title "*PRESIDENT/CE*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 1 peer 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	0 th
Total compensation (D + F), as reported (no adjustments)	0 th
Reportable pay only (column D), adjusted	4 th
All sources (D + E + F), adjusted	0 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 (Dustin Shultz) 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 26 similarly situated organizations (Same NTEE sector (F99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$6,200 is reasonable (approximately the 0th 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.