

Goodwill Industries Big Bend Foundation

Executive Director / CEO

EIN 883169348

FL · NTEE V12

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Fred Shelfer Jr, Executive Director / CEO** (\$21,793) against **every comparable organization** that fit the selection criteria — **38** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 21st percentile of comparable organizations

below the typical range for comparable organizations

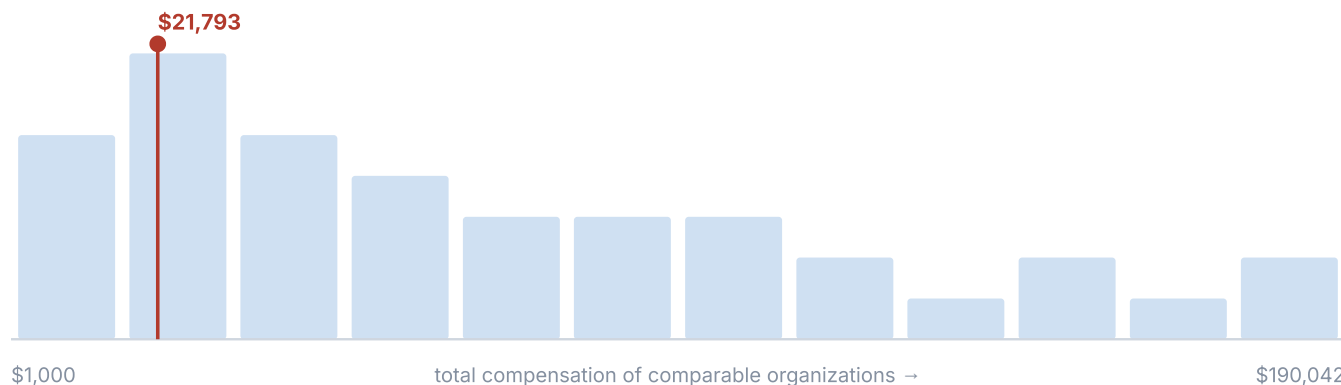
Benchmarked executive: Fred Shelfer Jr — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (V12).
BUDGET	Total revenue between \$128,665 and \$288,057 — 0.67x to 1.50x the subject's \$192,038 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (V), nationwide + budget 0.67–1.5x revenue.

38 organizations qualified on sector, size, and geography → **38** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,636	\$27,814	\$59,770	\$104,701	\$153,727	\$21,793
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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 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
Peace Creations	CA	\$193,417	Executive Director	\$78,200	\$74,003	2023
Association For Safe International Road	MD	\$189,415	Executive Director	\$24,240	\$23,501	2025
Cg Jung Study Center	CA	\$186,683	President	\$21,800	\$20,038	2024
Texas Council For The Social Studies	TX	\$184,601	Director Of Publications	\$4,500	\$4,933	2023
Law And Civics Reading And Writing Institute	IL	\$200,000	President/admin Dir	\$17,533	\$19,665	2022
Virginia Civics Education Inc	VA	\$200,542	Co-executive Director	\$45,000	\$47,617	2023
Community Alliance For Global Justice	WA	\$201,882	Executive Director	\$62,610	\$61,432	2023
The National Institute For Play	CA	\$210,919	Officer	\$30,000	\$27,575	2024
The Lincoln Institute Of Public	PA	\$172,988	Chairman	\$82,900	\$88,002	2024
Jeannette Rankin Peace Resource Ctr	MT	\$213,886	Executive Di	\$51,044	\$60,301	2023
Atlantean Gardens	CA	\$169,120	President	\$21,000	\$19,303	2024
American Federation Of Astrologers Inc	AZ	\$163,230	Executive Secretary	\$48,582	\$49,735	2024
Paramount Health Data Project Inc	IN	\$222,000	Ceo, Vice Chair	\$131,400	\$151,861	2023
Senior Resources Of Freeborn County	MN	\$224,325	Ex. Director	\$54,704	\$59,239	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Mcdevitt Research Initiatives Inc	NC	\$225,758	Director	\$26,625	\$28,530	2025
Seminar On The Acquisition Of Latin	NY	\$227,045	Co-exec Dire	\$9,167	\$8,818	2024
Upaya Organization For	CO	\$155,927	Director/pre	\$30,950	\$31,591	2024
New Jersey Center For Civic And	NJ	\$228,972	President	\$68,167	\$64,787	2024
Society For Neuroeconomics		\$232,120	Director	\$1,000	\$1,000	2024
Georgia Council For Social Sciences	GA	\$234,171	Executive Director	\$12,000	\$12,844	2024
Massachusetts Institute For	MA	\$234,189	Director Of Admin & Commun	\$84,000	\$80,351	2024
Institute For Patent Studies Inc	NY	\$148,207	President	\$109,967	\$105,777	2024
Feminist Studies Inc	VA	\$238,305	Secretary/treasurer	\$41,085	\$43,475	2023
Functional Behavior Interventions	VA	\$137,082	Executive Di	\$63,086	\$66,755	2023
Center For The Study Of Organized Hate Inc	DC	\$248,569	Secretarytreasurer	\$4,050	\$3,783	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 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 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	38 organizations. Compensation range \$1,000–\$190,042; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$192,038); for reference, expenses \$20,027 and assets \$4,162,484. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Fred Shelfer Jr, reported title "CEO", 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	21 st
Total compensation (D + F), as reported (no adjustments)	18 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	100 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 (Fred Shelfer Jr) 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 38 similarly situated organizations (Same NTEE major group (V), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$21,793 is reasonable (approximately the 21st 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.