

This analysis benchmarks the total compensation of **Tracey Williams, Executive Director / CEO** (\$64,896) against **every comparable organization** that fit the selection criteria — **21** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **57<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Tracey Williams — 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 (S20).

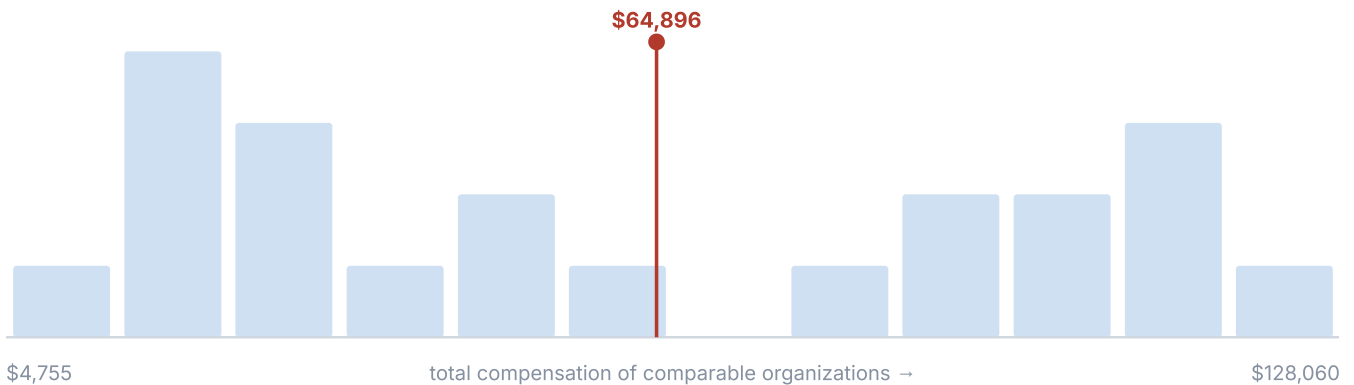
BUDGET Total revenue between \$182,114 and \$407,718 — 0.67x to 1.50x the subject's \$271,812 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (S20) + CA + budget 0.67–1.5x revenue.

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

→ **21** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,521	\$28,099	\$56,045	\$100,852	\$108,016	\$64,896
----------	----------	----------	-----------	-----------	----------



## ■ 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="#">New Season Community Development Corp</a>	CA	\$273,020	Director	\$45,000	<b>\$46,191</b>	2024
<a href="#">Community Action Team-california Inc</a>	CA	\$273,760	Chief Executive Officer	\$105,000	<b>\$107,778</b>	2024
<a href="#">The High Point Community Development Cor</a>	CA	\$277,109	Executive Dir.	\$79,700	<b>\$81,809</b>	2024
<a href="#">Sonoma County Black Forum</a>	CA	\$258,567	Co-sec/treasure	\$17,069	<b>\$17,521</b>	2024
<a href="#">River Valley Community Outreach Center</a>	CA	\$256,621	President	\$121,180	<b>\$128,060</b>	2023
<a href="#">Lifeline Community Development Corporation Of Merced County</a>	CA	\$255,931	Executive Director	\$4,500	<b>\$4,755</b>	2023
<a href="#">Bolinas Community Inc</a>	CA	\$248,817	Secretary	\$21,868	<b>\$22,447</b>	2024
<a href="#">Canoga Park Improvement Association</a>	CA	\$299,192	Exc. Dir.	\$57,200	<b>\$60,448</b>	2023
<a href="#">Center For The Empowerment Of Families Inc</a>	CA	\$240,965	Executive Director	\$16,450	<b>\$17,384</b>	2023
<a href="#">Belle Haven Action</a>	CA	\$240,543	President& D	\$29,162	<b>\$30,818</b>	2023
<a href="#">Hearts Respond</a>	CA	\$239,729	Board Member	\$29,950	<b>\$31,650</b>	2023
<a href="#">Livermore Downtown Inc</a>	CA	\$308,752	Executive Director	\$105,232	<b>\$108,016</b>	2024
<a href="#">Community Realignment Education Program</a>	CA	\$230,414	Program Director	\$93,062	<b>\$95,524</b>	2024
<a href="#">The Orinda Association</a>	CA	\$321,844	Secretary	\$17,125	<b>\$17,578</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Uptown Parnership Incorporated</a>	CA	\$323,144	Executive Director	\$95,434	<b>\$100,852</b>	2023
<a href="#">Community Services United</a>	CA	\$220,114	Director	\$54,600	<b>\$56,045</b>	2024
<a href="#">Leadership Pasadena Inc</a>	CA	\$214,359	Board Member	\$39,700	<b>\$39,700</b>	2025
<a href="#">Willowbrook Inclusion Network</a>	CA	\$212,180	President/chairperson	\$85,000	<b>\$89,826</b>	2023
<a href="#">Main Street Martinez Inc Dba</a>	CA	\$365,098	Executive Dir.	\$110,907	<b>\$113,841</b>	2024
<a href="#">Shasta Living Streets</a>	CA	\$367,637	Executive Director	\$104,867	<b>\$104,867</b>	2025
<a href="#">Streets Are For Everyone</a>	CA	\$406,388	Executive Dir.	\$27,375	<b>\$28,099</b>	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 2025 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	21 organizations. Compensation range \$4,755–\$128,060; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$271,812); for reference, expenses \$461,398 and assets \$164,186. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Tracey Williams, reported title <i>"Executive Director"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	57 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	57 <sup>th</sup>
Reportable pay only (column D), adjusted	57 <sup>th</sup>
All sources (D + E + F), adjusted	57 <sup>th</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 (Tracey Williams) 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 10, 2026, comparing compensation against 21 similarly situated organizations (Same NTEE sector (S20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$64,896 is reasonable (approximately the 57<sup>th</sup> 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 10, 2026.