

Heels To Heal Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Melissa Stelzle, Executive Director / CEO** (\$38,400) against **every comparable organization** that fit the selection criteria — **25** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **76th** percentile of comparable organizations within the typical range

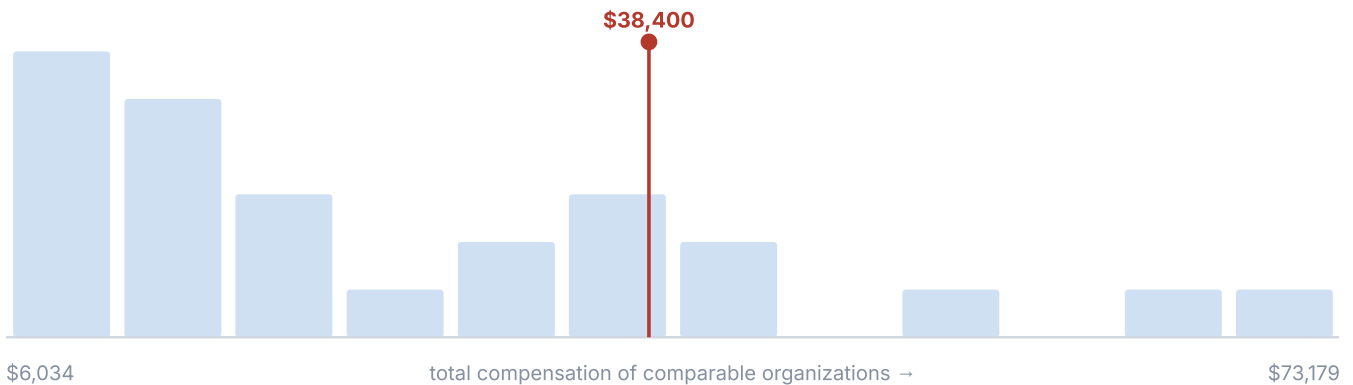
Benchmarked executive: Melissa Stelzle — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P12).
BUDGET	Total revenue between \$106,080 and \$237,493 — 0.67x to 1.50x the subject's \$158,329 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P12), nationwide + budget 0.67–1.5x revenue.

25 organizations qualified on sector, size, and geography → **25** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,980	\$12,026	\$18,579	\$36,637	\$50,822	\$38,400
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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
918 Fully Involved	OK	\$157,586	Director	\$5,000	\$6,034	2023
Symons Family Fund	CA	\$161,936	Ceo	\$21,560	\$20,403	2023
Tarahumara Childrens Hospital Fund	OR	\$167,860	Executive Director	\$10,280	\$10,463	2023
The Rinkle Family Foundation	CA	\$147,540	Trustee (K-love Ceo) To July	\$15,829	\$14,980	2023
Jt Townsend Foundation Inc	FL	\$146,211	Executive Di	\$29,500	\$29,500	2024
The Estancia Foundation	AZ	\$144,688	Secretary/treasurer	\$35,787	\$36,637	2024
Shanti Childrens Foundation	CO	\$173,147	President And Treasurer	\$33,000	\$34,679	2023
Lakeview Area Helping Hands Center	PA	\$142,451	Administrato	\$17,000	\$18,579	2023
Ruby Room	WA	\$137,431	Executive Director	\$10,858	\$10,348	2024
Jasons Dreams For Kids Inc	NJ	\$135,177	President	\$10,000	\$9,504	2024
Acts Of Grace Ministries	PA	\$133,432	Director	\$27,453	\$29,142	2024
Snowflake Village Nc	NC	\$132,059	Vice President	\$10,934	\$12,026	2024
Lutheran Family Services Foundation Inc	NE	\$188,050	Secretary/pres & Ceo - Lfs	\$36,060	\$41,286	2024
Sacramento Association Of Realtors	CA	\$116,983	Executive Director	\$13,287	\$12,213	2024
Eagles Aerie 2171 Charity Fund Inc	OH	\$203,294	Secretary	\$6,000	\$6,964	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends Of The Palapa Society Of Todos Santos Inc	CA	\$204,222	Secretary	\$7,050	\$6,480	2024
Durham Congregations In Action	NC	\$208,387	Executive Dir.	\$50,000	\$54,995	2024
Upstate Caring Partners Holding	NY	\$211,594	Executive Director	\$18,246	\$17,551	2024
Our Daily Bread Christian Food Ministry Inc	NC	\$212,753	Director	\$35,000	\$44,562	2021
The Chris Hondros Fund	NY	\$214,558	President	\$68,000	\$65,409	2024
United Way Of Richmond County Inc	NC	\$216,528	Executive Director	\$64,624	\$73,179	2023
Tlc Charities Foundation Inc	KS	\$221,007	Trustee	\$19,831	\$23,480	2023
Episcopal Communities Foundation	AL	\$227,771	Executive Director	\$13,829	\$15,903	2024
The Center For Family Support Foundation Inc	NY	\$227,943	Ceo Thru Jan. 2024	\$41,094	\$39,528	2024
Childrens Global Alliance	CO	\$228,096	Executive Di	\$12,000	\$12,249	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 25 organizations. Compensation range \$6,034–\$73,179; filing years 2021–2024.

SIZE BASIS Matched on total revenue (\$158,329); for reference, expenses \$149,092 and assets \$8,628.

ROLE MATCH Melissa Stelzle, reported title "*EXECUTIVE DIRECTOR*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 10 peers 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	76 th
Total compensation (D + F), as reported (no adjustments)	84 th
Reportable pay only (column D), adjusted	84 th
All sources (D + E + F), adjusted	48 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 (Melissa Stelzle) 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 25 similarly situated organizations (Same NTEE sector (P12), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$38,400 is reasonable (approximately the 76th 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.