

# Sheltercare 499 Project

Executive Director / CEO

EIN 463534725

OR · NTEE F20

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Michelle Hanks, Executive Director / CEO** (\$15,031) against **every comparable organization** that fit the selection criteria — **20** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **10<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

**Benchmarked executive:** Michelle Hanks — reported title “BOARD PRESID”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (F20).

**BUDGET** Total revenue between \$0 and \$0 — 0.00x to 0.00x the subject's \$0 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE major group (F), nationwide + budget 0.67–1.5x revenue.

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

→ **20** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$17,293

\$21,521

\$30,835

\$74,544

\$176,607

**\$15,031**



## ■ 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 OR 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="#">Lifeworks Nw Solutions</a>	OR	\$0	President And Ceo	\$37,473	<b>\$36,398</b>	2024
<a href="#">Abh Georgia Inc</a>	PA	\$0	President	\$21,085	<b>\$21,992</b>	2024
<a href="#">Abh Connecticut Inc</a>	PA	\$0	President	\$17,153	<b>\$17,891</b>	2024
<a href="#">Abh Arizona Inc</a>	PA	\$0	President	\$20,635	<b>\$21,523</b>	2024
<a href="#">Abh Florida Inc</a>	PA	\$0	President	\$21,163	<b>\$22,074</b>	2024
<a href="#">Abh New York Inc</a>	PA	\$0	President	\$21,999	<b>\$22,946</b>	2024
<a href="#">Abh Texas Inc</a>	PA	\$0	President	\$24,229	<b>\$25,272</b>	2024
<a href="#">Devereux Corporation</a>	PA	\$0	President & Ceo, Trustee	\$91,393	<b>\$95,326</b>	2024
<a href="#">Abh Massachusetts Inc</a>	PA	\$0	President	\$19,965	<b>\$20,824</b>	2024
<a href="#">Manzanita Services Inc</a>	CA	\$0	Interim Executive Director	\$43,454	<b>\$39,246</b>	2024
<a href="#">Glom Substance Abuse Program Inc</a>	CA	\$0	Treasurer	\$175,000	<b>\$158,053</b>	2024
<a href="#">Parent-child Center Inc</a>	FL	\$0	Incoming Ceo - Outgoing Coo	\$21,896	<b>\$21,515</b>	2024
<a href="#">Cab Health And Recovery Services Inc</a>	MA	\$0	Ttee & Ceo (Ceo, Bilh)	\$1,097,028	<b>\$1,031,086</b>	2024
<a href="#">Hope Recovery Care Center</a>	MS	\$0	President	\$55,200	<b>\$64,302</b>	2024
<a href="#">Visiting Nurse Association Of Mid-ohio</a>	OH	\$0	Vice Chair/ceo	\$166,518	<b>\$184,469</b>	2024
<a href="#">R&amp;g Healthcare Services Inc</a>	MA	\$0	President	\$69,876	<b>\$67,616</b>	2023
<a href="#">Lifeview Group Inc</a>	FL	\$0	President/ceo	\$11,777	<b>\$11,914</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Mon Cleveland Street Revitalization Inc</a>	TX	\$0	Managing Director	\$687	<b>\$740</b>	2023
<a href="#">Treatment Assessment Screening Center Inc</a>	AZ	\$0	Cfo	\$174,703	<b>\$175,733</b>	2024
<a href="#">Advanced Community Service Associates</a>	PA	\$0	Executive Vp	\$41,926	<b>\$43,730</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR cost of living and 2023 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 OR 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	20 organizations. Compensation range \$740–\$1,031,086; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$0); for reference, expenses \$116,809 and assets \$1,303,774. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Michelle Hanks, reported title " <i>BOARD PRESID</i> ", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	15 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	10 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	10 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	15 <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 (Michelle Hankes) 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 20 similarly situated organizations (Same NTEE major group (F), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$15,031 is reasonable (approximately the 10<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 9, 2026.