

Natural Soybean And Grain Alliance Inc

Executive Director / CEO

EIN 464480503

AR · NTEE K99

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Kelly Cartwright, Executive Director / CEO** (\$112,400) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **97th** percentile of comparable organizations above the 90th percentile — board review recommended

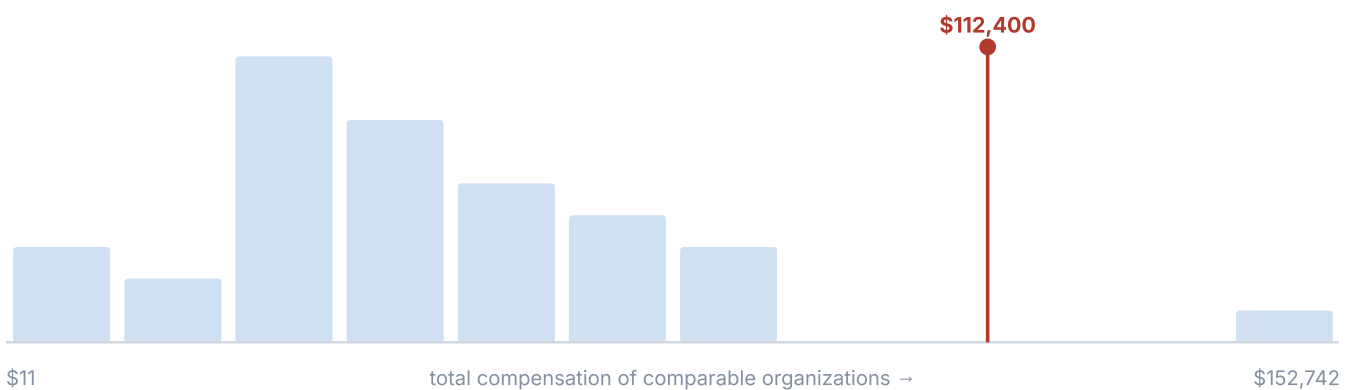
Benchmarked executive: Kelly Cartwright — reported title “DIRECTOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (K99).
BUDGET	Total revenue between \$185,801 and \$415,972 — 0.67x to 1.50x the subject's \$277,315 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (K99), nationwide + budget 0.67–1.5x revenue.

34 organizations qualified on sector, size, and geography → **34** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,867	\$31,360	\$44,523	\$60,886	\$75,674	\$112,400
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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 AR 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
Chester Agricultural Center Inc	NY	\$277,859	Executive Director	\$110,000	\$88,429	2024
Hollywood Farmers Market Inc	OR	\$273,190	Interim Market Director	\$37,583	\$31,967	2023
Raleigh City Farm Inc	NC	\$282,282	Executive Director	\$53,248	\$48,947	2024
Hillsdale Farmers Market Inc	OR	\$267,831	Manager	\$44,925	\$37,116	2024
Ventura County Farm To School	CA	\$266,589	Executive Di	\$102,000	\$78,357	2024
Chattanooga Food Center	TN	\$266,455	Executive Director	\$51,000	\$49,100	2023
Northern Plains Sustainable Agriculture Society	SD	\$260,683	Executive Director	\$85,421	\$83,870	2024
Mckeesport Meals On Wheels Inc	PA	\$295,500	Coordinator	\$26,000	\$23,067	2024
Mustard Seed - A Community Cafe	TX	\$252,621	Executive Director	\$48,000	\$42,716	2024
Incubator Kitchen Collective	KY	\$307,620	Executive Di	\$54,546	\$52,135	2024
Around The Bend Farms Inc	OR	\$244,619	Director	\$8,700	\$7,188	2024
Del Paso Heights Growers Alliance	CA	\$244,027	Secretary	\$8,429	\$6,475	2024
Fox Valley Food For Health Inc	IL	\$317,807	Executive Di	\$43,846	\$39,481	2023
Marys Kitchen	CA	\$233,459	Chairperson	\$68,000	\$53,781	2023
Michigan Ag Council Inc	MI	\$232,961	Excutive Director	\$29,311	\$26,915	2024
Community Food Initiatives	OH	\$323,073	Past Director	\$29,162	\$27,478	2024
Garfield Community Farm Inc	PA	\$226,257	Executive Director	\$52,573	\$46,642	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Grow Jackson	MI	\$332,851	Executive Director	\$67,388	\$61,880	2024
Kcgcusa Inc	NY	\$215,486	Member	\$15,900	\$12,782	2024
The Souper Bowl Of Caring Inc	TX	\$213,452	Executive Di	\$78,000	\$69,414	2024
Our New Way Garden Inc	NY	\$351,174	President	\$40,000	\$32,156	2024
Louisville Grows Incorporated	KY	\$201,786	Former Executive Director	\$57,743	\$55,191	2024
Fertile Groundworks	CA	\$199,551	Executive Director	\$49,176	\$37,777	2024
Outpost Agriculture Inc	OR	\$357,990	President	\$13	\$11	2023
Arkansas Association Of	AR	\$195,930	Program Admin	\$36,000	\$37,063	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AR 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 AR 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	34 organizations. Compensation range \$11–\$152,742; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$277,315); for reference, expenses \$257,525 and assets \$187,243.
ROLE MATCH	Kelly Cartwright, reported title " <i>DIRECTOR</i> ", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
OUTLIERS	1 peer 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	97 th
Total compensation (D + F), as reported (no adjustments)	97 th
Reportable pay only (column D), adjusted	97 th
All sources (D + E + F), adjusted	97 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 (Kelly Cartwright) 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 34 similarly situated organizations (Same NTEE sector (K99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$112,400 is reasonable (approximately the 97th 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.