

# Families In Nature

Executive Director / CEO

EIN 471614599

TX · NTEE C60

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Heather Kuhlken, Executive Director / CEO** (\$88,838) against **every comparable organization** that fit the selection criteria — **94** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **85<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Heather Kuhlken — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C60).
BUDGET	Total revenue between \$213,975 and \$479,050 — 0.67x to 1.50x the subject's \$319,367 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C60), nationwide + budget 0.67–1.5x revenue.

**94** organizations qualified on sector, size, and geography → **94** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$15,145	\$36,857	\$58,366	\$75,014	\$99,712	\$88,838
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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 TX 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="#">Health Professionals For A Healthy</a>	MN	\$317,816	Executive Director	\$72,359	<b>\$71,477</b>	2024
<a href="#">Crowe's Nest Farm Inc</a>	TX	\$317,182	Vice Pres	\$42,000	<b>\$43,241</b>	2023
<a href="#">Life Frames Inc</a>	CA	\$322,566	Executive Dir.	\$46,170	<b>\$41,033</b>	2023
<a href="#">Harvest Of All First Nations</a>	CO	\$311,307	Chair	\$60,489	<b>\$57,984</b>	2024
<a href="#">Ravenwood Outdoor Learning Center</a>	MT	\$309,188	Trustee And	\$53,045	<b>\$58,850</b>	2023
<a href="#">Olympic Nature Experience</a>	WA	\$307,779	Exec Director	\$28,628	<b>\$25,623</b>	2024
<a href="#">Education Economics Environmental Climate And Heal</a>	MS	\$332,687	Board Member	\$463	<b>\$516</b>	2024
<a href="#">Friends Of The Owyhee</a>	OR	\$305,136	Executive Director	\$88,859	<b>\$84,931</b>	2023
<a href="#">Ivy Creek Foundation Inc</a>	VA	\$304,497	Executive Di	\$42,419	<b>\$42,154</b>	2023
<a href="#">Sustainable San Mateo County</a>	CA	\$335,463	Executive Director	\$61,271	<b>\$54,454</b>	2023
<a href="#">Maunalua Fishpond Heritage Center</a>	HI	\$336,176	Executive Di	\$72,500	<b>\$64,890</b>	2024
<a href="#">The Greenhouse Project</a>	NV	\$336,362	Executive Di	\$36,907	<b>\$36,983</b>	2024
<a href="#">Biodiversity For A Livable Climate</a>	MA	\$337,077	Executive Di	\$53,333	<b>\$47,911</b>	2024
<a href="#">Ecological Citizen's Project Inc</a>	NY	\$301,612	Co-director	\$74,360	<b>\$69,157</b>	2023
<a href="#">Friends Of San Damiano Inc</a>	WI	\$337,155	Director	\$11,760	<b>\$12,278</b>	2024
<a href="#">Sustainable Hudson Valley Inc</a>	NY	\$300,863	Executive Director	\$70,000	<b>\$63,234</b>	2024
<a href="#">The Outside Foundation</a>	SC	\$338,141	Executive Di	\$45,833	<b>\$47,800</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Devens Eco-efficiency Center Inc</a>	MA	\$300,051	Executive Director	\$106,037	<b>\$92,802</b>	2025
<a href="#">Community Life Collaborative</a>	OH	\$298,834	Executive Di	\$80,000	<b>\$84,706</b>	2024
<a href="#">Oklahoma Energy Education Foundation</a>	OK	\$341,930	Executive Director	\$17,282	<b>\$19,585</b>	2023
<a href="#">Institute For Climate And Peace</a>	HI	\$296,775	President	\$54,600	<b>\$50,312</b>	2023
<a href="#">Global Inheritance Inc</a>	CA	\$342,197	Executive Di	\$30,508	<b>\$27,113</b>	2023
<a href="#">Wa-ya Outdoor Institute</a>	WA	\$294,505	Executive Director	\$61,934	<b>\$55,433</b>	2024
<a href="#">Perennial</a>	MO	\$345,969	Executive Director	\$54,900	<b>\$58,129</b>	2024
<a href="#">Parking Reform Network</a>	OR	\$347,252	President	\$30,000	<b>\$27,851</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	94 organizations. Compensation range \$516–\$412,817; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$319,367); for reference, expenses \$394,478 and assets \$85,448.
ROLE MATCH	Heather Kuhlken, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	85 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	84 <sup>th</sup>
Reportable pay only (column D), adjusted	87 <sup>th</sup>
All sources (D + E + F), adjusted	83 <sup>rd</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 (Heather Kuhlken) 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 94 similarly situated organizations (Same NTEE sector (C60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$88,838 is reasonable (approximately the 85<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.