

Margin To Center Consulting

Executive Director / CEO

EIN 851051932

WA · NTEE F30

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Sheila Addison, Executive Director / CEO** (\$24,423) against **every comparable organization** that fit the selection criteria — **73** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Sheila Addison — 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 (F30).

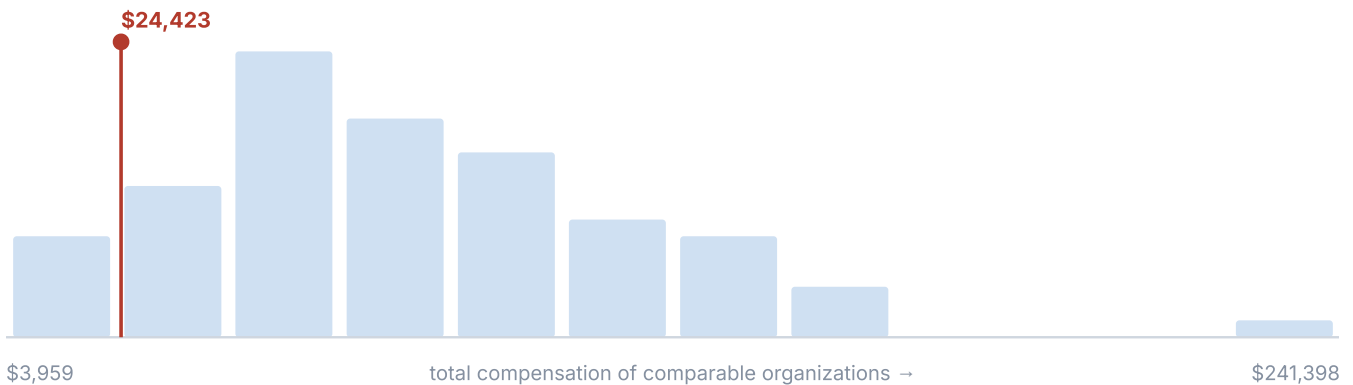
BUDGET Total revenue between \$283,759 and \$635,283 — 0.67x to 1.50x the subject's \$423,522 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (F30), nationwide + budget 0.67–1.5x revenue.

73 organizations qualified on sector, size, and geography

→ **73** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$30,873

\$46,706

\$72,393

\$96,916

\$133,357

\$24,423



■ 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 WA 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
Rise Corp	MI	\$422,111	President	\$91,355	\$105,320	2024
Mercy House Of Meadville Inc	PA	\$425,491	President	\$71,413	\$81,892	2023
Carter Issac Enterprises Inc	IN	\$418,210	Board Member	\$61,461	\$72,393	2024
Community Counseling Center Of Central	CT	\$430,983	Clinical Direct	\$75,010	\$80,875	2023
21 Roots Farm	MN	\$433,211	Cofounder Board	\$26,667	\$30,301	2023
Care Counselors Incorporated	CA	\$407,349	Director, President	\$94,948	\$94,280	2023
Warrior Built Foundation Inc	CA	\$406,983	President	\$35,102	\$33,855	2024
Grace Christian Counseling Center	MS	\$405,957	Executive Director	\$58,325	\$74,699	2023
Electric City Counseling	PA	\$403,486	President/ceo	\$101,105	\$112,615	2024
East Nashville Wellness Center	TN	\$444,298	Cmo/president	\$99,198	\$116,464	2024
Yuan Tze Ren Xue Center	CA	\$444,743	President/board Member	\$52,000	\$50,153	2024
Lifespan Nj Inc	NJ	\$445,659	Director Of Op.	\$57,692	\$57,533	2024
The Mindcap Center Inc	IN	\$446,131	Executive Di	\$71,221	\$86,368	2023
Spirit - Peers For Independence &	CA	\$448,235	Executive Dir.	\$40,312	\$40,029	2023
The Barbara Stone Foundation	SC	\$397,466	Executive Director	\$81,000	\$91,951	2025
K9s On The Front Line	ME	\$449,827	Co-founder	\$41,760	\$46,706	2024
Community Resilience Initiative	WA	\$451,310	Executive Director	\$36,256	\$36,256	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Equus Effect Inc	CT	\$393,223	Executive Director/board M	\$31,665	\$33,161	2024
Sana Healing Collective	IL	\$456,802	President	\$51,200	\$56,222	2024
Vermont Federation Of Families For Children's Mental Health Inc	VT	\$458,244	Executive Director	\$68,457	\$74,977	2025
911 At Ease International Inc	CA	\$387,928	Secretary	\$75,000	\$72,336	2024
Mental Health Association Of	VA	\$382,845	Executive Di	\$109,972	\$118,599	2024
Fortaleza Atravez Barreras	OR	\$465,891	Executive Director	\$11,900	\$12,707	2023
Steps With Horses	TX	\$375,071	Executive Director	\$103,067	\$115,155	2024
Partners In-kind	MO	\$371,154	Co-exe Director	\$128,779	\$152,346	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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	73 organizations. Compensation range \$3,959–\$241,398; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$423,522); for reference, expenses \$412,023 and assets \$36,828.
ROLE MATCH	Sheila Addison, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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	8 th
Total compensation (D + F), as reported (no adjustments)	8 th
Reportable pay only (column D), adjusted	10 th
All sources (D + E + F), adjusted	5 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 (Sheila Addison) 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 73 similarly situated organizations (Same NTEE sector (F30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,423 is reasonable (approximately the 8th 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.