

Sustainability And Community Health Initiative

Executive Director / CEO

EIN 853559522
 CA · NTEE K40
 FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Michelle Nicolet, Executive Director / CEO** (\$33,289) against **every comparable organization** that fit the selection criteria — **313** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **29th** percentile of comparable organizations within the typical range

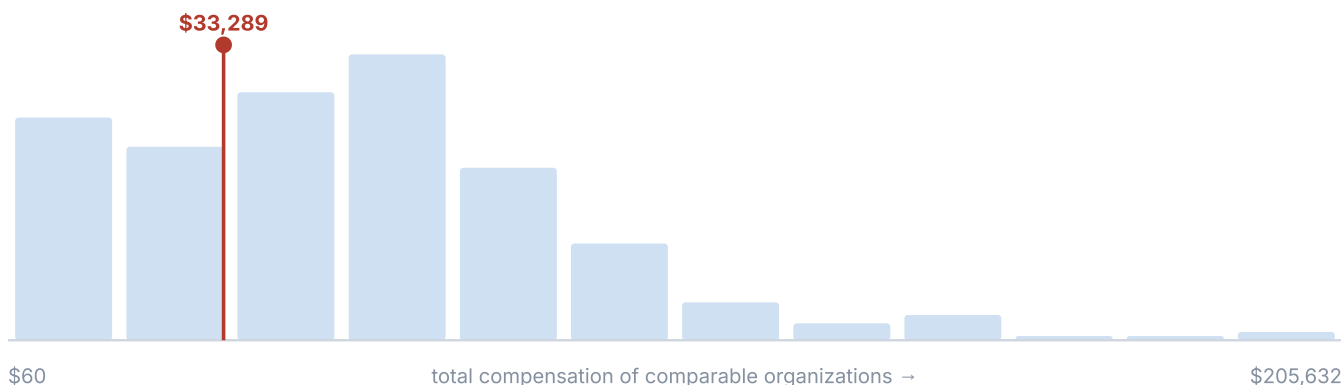
Benchmarked executive: Michelle Nicolet — reported title “Treasurer and CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

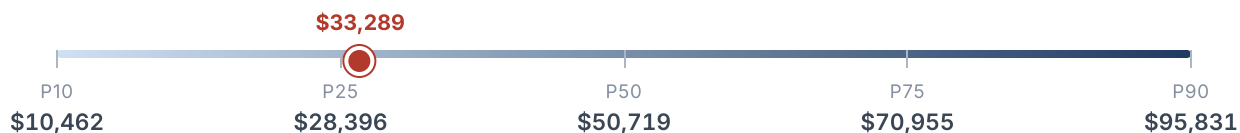
SECTOR	Organizations sharing the subject's NTEE classification (K40).
BUDGET	Total revenue between \$152,840 and \$342,180 — 0.67x to 1.50x the subject's \$228,120 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (K), nationwide + budget 0.67–1.5x revenue.

313 organizations qualified on sector, size, and geography → **313** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,462 10TH	\$28,396 25TH	\$50,719 MEDIAN	\$70,955 75TH	\$95,831 90TH	\$33,289 THIS ORG · 29TH
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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 CA 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
Northern Stokes Food Pantry Inc	NC	\$228,071	Board Member	\$3,750	\$4,358	2024
Meals On Wheels Of Greater Newburgh Inc	NY	\$228,415	Director (Retired)	\$19,670	\$19,994	2024
Paicines Ranch Learning Center	CA	\$228,466	Director/board	\$82,725	\$82,725	2023
Third Avenue Charitable Organization	CA	\$228,482	Executive Director	\$37,900	\$36,813	2024
Mothers For Mothers Postpartum Justice Project	CA	\$227,724	President	\$24,000	\$23,311	2024
Regenerative Farms Inc	MA	\$228,828	President	\$80,443	\$81,312	2024
Stone Soup	UT	\$228,935	Executive Di	\$2,500	\$2,878	2024
Proctor Farmers Market	WA	\$227,086	Market Manager	\$68,948	\$69,437	2024
Milly's Pantry Inc	NY	\$226,989	Executive Director	\$54,708	\$55,607	2024
Hunger Fighters Oregon	OR	\$229,556	Executive Director	\$90,428	\$94,461	2024
Kettering Back Pack Inc	OH	\$226,497	Executive Director	\$19,128	\$23,462	2023
Save Family Farming	WA	\$229,935	Executive Director (Starting May 2024)	\$86,548	\$87,161	2024
Garfield Community Farm Inc	PA	\$226,257	Executive Director	\$52,573	\$58,974	2024
Advent Hope Ventures Inc	NY	\$226,145	President	\$30,000	\$31,394	2023
Brooklyn Rescue Mission Urban Harvest Center Inc	NY	\$226,034	President	\$25,000	\$26,162	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
A Best Choice Mobile Ultrasound And	VA	\$225,974	Executive Di	\$87,300	\$97,616	2023
Cultivate Abundance Inc	FL	\$230,805	Executive Di	\$113,910	\$120,370	2024
Cascade Ranch Historic Farm	CA	\$225,000	Secretary & Executive Dire	\$120,000	\$113,553	2025
First Fruits Of The Ridge Inc	GA	\$224,418	Lead Pastor	\$65,000	\$73,516	2024
Sfmv Inc	FL	\$232,360	Market Manager	\$44,136	\$53,987	2021
Indiana Agriculture Nutrient	IN	\$223,658	Executive Director	\$126,770	\$150,377	2024
Northern Colorado Foodshed Project	CO	\$232,647	Executive Director	\$41,947	\$45,244	2024
Families Feeding Hope Foundation	OK	\$223,322	Director	\$4,255	\$5,426	2023
Michigan Ag Council Inc	MI	\$232,961	Excutive Director	\$29,311	\$34,031	2024
Seven Loaves Soup Kitchen Inc	PA	\$233,043	Mission Coordinator	\$12,000	\$13,461	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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 313 organizations. Compensation range \$60–\$205,632; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$228,120); for reference, expenses \$57,318 and assets \$220,589. **Revenue and expenses diverge this year — revenue may misrepresent operating size;**

weigh the expense-based view.

ROLE MATCH	Michelle Nicolet, reported title " <i>Treasurer and CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	14 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	29 th
Total compensation (D + F), as reported (no adjustments)	35 th
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	27 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 (Michelle Nicolet) 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 313 similarly situated organizations (Same NTEE major group (K), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$33,289 is reasonable (approximately the 29th 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.