

# Mihalic's Project

Executive Director / CEO

EIN 860667653

AZ · NTEE L20Z

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Steven Sheets, Executive Director / CEO** (\$31,340) against **every comparable organization** that fit the selection criteria — **267** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **41<sup>st</sup>** percentile of comparable organizations

within the typical range

**Benchmarked executive:** Steven Sheets — reported title “PRESIDENT/CEO”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20Z).
BUDGET	Total revenue between \$164,356 and \$367,962 — 0.67x to 1.50x the subject's \$245,308 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

**267** organizations qualified on sector, size, and geography → **267** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,368	\$18,282	\$37,266	\$62,168	\$83,816	<b>\$31,340</b>
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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 AZ 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="#">Providence Westside Housing Development</a>	NY	\$245,390	President	\$2,810	<b>\$2,718</b>	2023
<a href="#">600 East 156th Street Housing</a>	NY	\$243,524	President/ceo	\$180,441	<b>\$169,541</b>	2024
<a href="#">Somerset Arc Apartments Inc</a>	NJ	\$243,475	Executive Director	\$7,525	<b>\$6,806</b>	2025
<a href="#">Unseen Heroes For Creative Communit</a>	CA	\$247,521	Executive Director	\$24,500	<b>\$22,648</b>	2023
<a href="#">Office Of People</a>	CA	\$247,998	Ceo	\$12,898	<b>\$11,581</b>	2024
<a href="#">Habitat For Humanity Of Richland</a>	OH	\$242,502	Executive Di	\$56,620	<b>\$64,197</b>	2023
<a href="#">Good Shepherd Of Washington li</a>	WI	\$242,417	President And Ceo	\$33,743	<b>\$36,643</b>	2024
<a href="#">Dc Housing Solutions Inc</a>	DC	\$242,366	Former Ceo	\$6,224	<b>\$5,679</b>	2024
<a href="#">Cleveland County Community Development Corp Inc</a>	NC	\$248,673	Executive Director	\$68,517	<b>\$73,614</b>	2024
<a href="#">Plymouth Bay Housing Corporation</a>	MA	\$248,798	Ceo	\$40,000	<b>\$37,375</b>	2024
<a href="#">Admiral Housing</a>	WA	\$249,100	Executive Director	\$7,191	<b>\$6,892</b>	2023
<a href="#">Ashby House Ltd</a>	KS	\$249,655	Executive Di	\$88,049	<b>\$98,908</b>	2024
<a href="#">San Joaquin Valley Housing Collaborative</a>	CA	\$249,665	Executive Dir.	\$26,183	<b>\$24,203</b>	2023
<a href="#">Creating New Horizons</a>	LA	\$250,286	President	\$12,000	<b>\$14,145</b>	2023
<a href="#">Scott County Habitat For Humanity</a>	KY	\$239,980	Executive Director	\$49,000	<b>\$54,739</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Cape Fear Community Land Trust Inc</a>	NC	\$251,937	Executive Director - Not B	\$79,849	<b>\$85,789</b>	2024
<a href="#">Crossroads Village Mutual Housing</a>	CA	\$238,420	Director	\$5,430	<b>\$4,750</b>	2025
<a href="#">Lutheran Social Services Of Central Ohio</a>	OH	\$252,249	President & Ceo	\$9,088	<b>\$10,304</b>	2023
<a href="#">Sands Horizon Inc</a>	GA	\$238,134	Secretary, Manager	\$8,334	<b>\$8,488</b>	2025
<a href="#">North Central Housing Inc</a>	FL	\$237,214	President	\$7,500	<b>\$7,326</b>	2024
<a href="#">Compass Center Housing Development</a>	WA	\$236,649	President From 10/23	\$1,117	<b>\$1,071</b>	2023
<a href="#">Twentieth Association Properties Inc</a>	MA	\$236,638	President & Ceo	\$7,164	<b>\$6,694</b>	2024
<a href="#">Cra Community Development Group Incorporated</a>	FL	\$254,171	President, Chair	\$32,760	<b>\$32,000</b>	2024
<a href="#">Phi Lawrenceandover Inc</a>	MA	\$236,259	President & Ceo	\$38,739	<b>\$37,266</b>	2023
<a href="#">Amsterdam Continuing Care Health System</a>	NY	\$254,412	President / Ceo	\$15,418	<b>\$14,914</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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](http://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT **267** organizations. Compensation range \$159–\$303,548; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$245,308); for reference, expenses \$136,698 and assets \$573,479. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Steven Sheets, reported title " <i>PRESIDENT/CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	175 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	13 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	41 <sup>st</sup>
Total compensation (D + F), as reported (no adjustments)	42 <sup>nd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	78 <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 (Steven Sheets) 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 267 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$31,340 is reasonable (approximately the 41<sup>st</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.