

This analysis benchmarks the total compensation of **Nicola Fleischer, Executive Director / CEO** (\$128,333) 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 **71st** percentile of comparable organizations

within the typical range

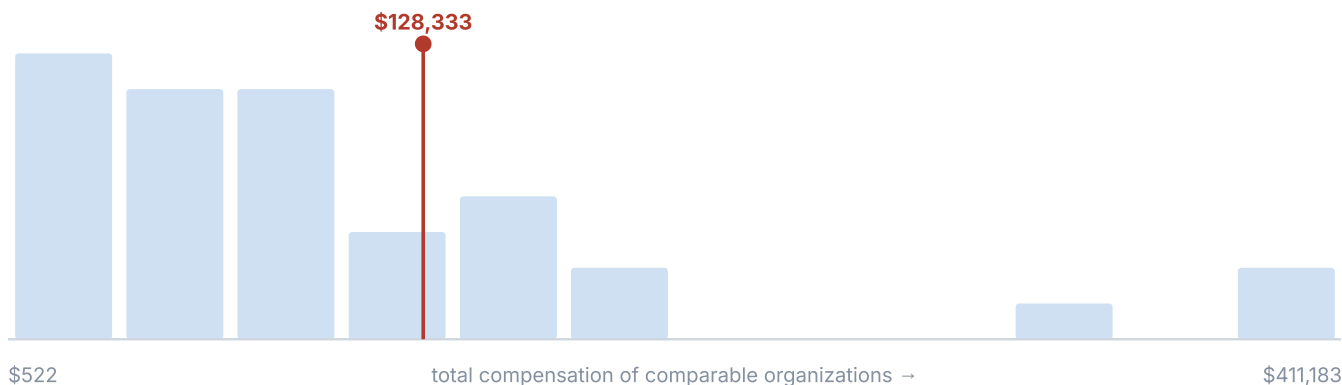
Benchmarked executive: Nicola Fleischer — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (B02). |
| BUDGET | Total revenue between \$297,311 and \$665,622 — 0.67x to 1.50x the subject's \$443,748 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (B02), 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



| | | | | | |
|----------|----------|----------|-----------|-----------|------------------|
| \$11,354 | \$48,169 | \$77,521 | \$138,678 | \$180,580 | \$128,333 |
|----------|----------|----------|-----------|-----------|------------------|



■ 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 |
|--|-------|-----------|---|-----------------|------------------|------|
| Community Support Services Organization | CA | \$447,037 | Ceo | \$77,075 | \$68,499 | 2023 |
| Choice Charter School Services Inc | FL | \$448,050 | Director | \$117,500 | \$110,348 | 2024 |
| Arts & Sciences Center Inc | HI | \$450,293 | President | \$13,425 | \$12,371 | 2023 |
| Christian School Management Association | OH | \$453,320 | Executive Director | \$128,498 | \$140,075 | 2023 |
| Electrify Dc | DC | \$456,187 | President/ex | \$54,375 | \$47,701 | 2024 |
| Register Of Professional | IN | \$471,174 | Executive Di | \$136,500 | \$143,902 | 2024 |
| Drma Foundation | OH | \$477,170 | Secretary/treas | \$1,074 | \$1,137 | 2024 |
| Center For Science Technology And Leadership Development Inc | NC | \$477,267 | Executive Director | \$79,500 | \$82,119 | 2024 |
| South Carolina District Data Governance | SC | \$405,000 | Executive Director | \$20,000 | \$20,858 | 2024 |
| Uaeyc | UT | \$400,554 | Executive Di | \$47,472 | \$50,006 | 2023 |
| Fueled Schools Inc | TX | \$498,686 | Director Ceo And Founder | \$123,426 | \$123,426 | 2024 |
| Vermont Learning Collaborative Inc | VT | \$384,730 | Executive Dir. | \$65,983 | \$64,681 | 2025 |
| Muflehun | DC | \$502,870 | Executive Director And Member, Board Of Directors | \$64,348 | \$56,450 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--|-------|-----------|-------------------------|-----------------|------------------|------|
| Seeds & Water Foundation Inc | FL | \$377,711 | President & Treasurer | \$13,112 | \$12,314 | 2024 |
| Montessori Elementary Teacher Training Collaborative Inc | MA | \$376,148 | President | \$23,925 | \$21,493 | 2024 |
| Charter System Foundation Inc | GA | \$512,407 | Executive Dir. | \$178,060 | \$184,267 | 2023 |
| Military Cyber Professionals Assn Inc | VA | \$371,615 | Chief Operating Officer | \$175,002 | \$168,920 | 2024 |
| Zworks | IN | \$368,977 | Executive Director | \$70,000 | \$73,796 | 2024 |
| Public Montessori In Action International | MA | \$519,929 | Executive Director | \$92,400 | \$80,866 | 2025 |
| 17170 Bernardo Center Llc | CA | \$527,110 | President & Ceo | \$12,676 | \$10,942 | 2024 |
| Choice Filled Lives Network Inc | GA | \$531,233 | Ceo/director | \$166,182 | \$171,976 | 2023 |
| Open Syllabus Inc | NY | \$348,291 | President And Treasurer | \$173,819 | \$157,019 | 2024 |
| Students Prepared To Succeed | MN | \$539,516 | Executive Director | \$136,145 | \$134,485 | 2024 |
| Gradient Learning | CA | \$342,635 | Executive Director | \$462,663 | \$411,183 | 2023 |
| Auburn University Real Estate | AL | \$341,851 | President | \$350,949 | \$379,025 | 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.

● Sample, role match & sensitivity

| | |
|-----------------|--|
| PEER COUNT | 34 organizations. Compensation range \$522–\$411,183; filing years 2023–2025. |
| SIZE BASIS | Matched on total revenue (\$443,748); for reference, expenses \$856,840 and assets \$177,046. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view. |
| ROLE MATCH | Nicola Fleischer, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role. |
| RELATED-ORG PAY | 5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 3 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 | 71 st |
| Total compensation (D + F), as reported (no adjustments) | 71 st |
| Reportable pay only (column D), adjusted | 74 th |
| All sources (D + E + F), adjusted | 62 nd |

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 (Nicola Fleischer) 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 10, 2026, comparing compensation against 34 similarly situated organizations (Same NTEE sector (B02), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$128,333 is reasonable (approximately the 71st 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 10, 2026.