

This analysis benchmarks the total compensation of **Michelle Sahlstrom, Executive Director / CEO** (\$70,000) against **every comparable organization** that fit the selection criteria — **50** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68<sup>th</sup>** percentile of comparable organizations within the typical range

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

How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (W99).

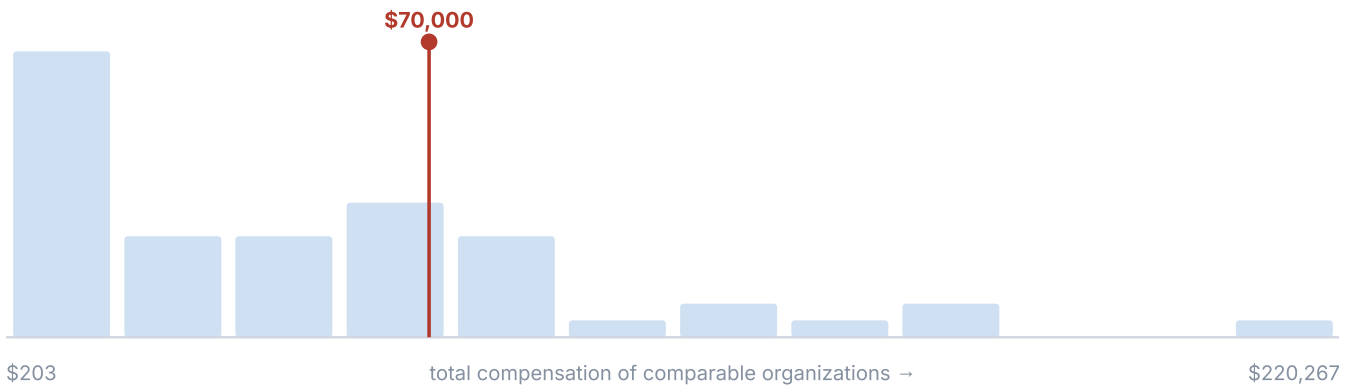
**BUDGET** Total revenue between \$134,420 and \$300,942 — 0.67x to 1.50x the subject's \$200,628 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (W99), nationwide + budget 0.67–1.5x revenue.

**50** organizations qualified on sector, size, and geography

→ **50** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,194	\$14,290	\$45,732	\$77,074	\$111,452	\$70,000
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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 MN 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="#">Allied Communities Of Tulsa Inspiring</a>	OK	\$201,803	Senior Organizer	\$71,500	<b>\$79,678</b>	2023
<a href="#">Great Bend Center For Music</a>	WA	\$202,114	Director	\$56,250	<b>\$50,967</b>	2023
<a href="#">Lyon County Historical Society</a>	MN	\$197,720	Executive Di	\$41,709	<b>\$41,709</b>	2023
<a href="#">Pasos For Oak Cliff</a>	TX	\$204,656	Executive Director	\$1,044	<b>\$1,057</b>	2023
<a href="#">Mashup Nashville</a>	TN	\$205,448	Chief Executive Officer	\$18,960	<b>\$20,169</b>	2023
<a href="#">The Steel Horse Rally Inc</a>	AR	\$205,571	President	\$145,333	<b>\$160,583</b>	2024
<a href="#">Main Line Cycle Center</a>	MN	\$194,224	Executive Director	\$35,984	<b>\$35,984</b>	2023
<a href="#">New Americans Initiative</a>	KY	\$207,754	Director Of Operations	\$99,680	<b>\$105,272</b>	2024
<a href="#">The South County News</a>	MI	\$207,769	President	\$14,245	<b>\$14,453</b>	2024
<a href="#">Values To Action</a>	OR	\$208,951	Trustee	\$15,593	<b>\$14,235</b>	2024
<a href="#">21st Century Alliance</a>	CA	\$191,034	Executive Director	\$252,054	<b>\$220,267</b>	2023
<a href="#">Arise &amp; Go</a>	CA	\$211,406	President	\$79,793	<b>\$67,730</b>	2024
<a href="#">Sandy Springs Arts Foundation Inc</a>	GA	\$212,856	Foundation Mgr.	\$85,000	<b>\$84,012</b>	2024
<a href="#">People Matter</a>	IL	\$216,495	Co-president	\$58,880	<b>\$55,435</b>	2025
<a href="#">Celebrate Me Week</a>	MN	\$217,117	Camp Administrator	\$10,897	<b>\$10,897</b>	2023
<a href="#">Through The Trees</a>	NC	\$183,310	Executive Di	\$27,388	<b>\$27,818</b>	2024
<a href="#">Crockett Mission</a>	TN	\$218,254	Ceo	\$8,250	<b>\$8,776</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Grandmother Collective Inc</a>	MA	\$181,647	Executive Director	\$80,557	<b>\$71,159</b>	2024
<a href="#">Nine Muses Foundation</a>	NY	\$220,069	Executive Director	\$157,199	<b>\$143,758</b>	2023
<a href="#">Banda Health</a>	TX	\$221,053	President	\$69,048	<b>\$67,895</b>	2024
<a href="#">Barrios Unidos</a>	NM	\$179,237	President And Executive Director	\$39,670	<b>\$43,181</b>	2023
<a href="#">Rhode Island Coalition For Children &amp; Families Education Fund Inc</a>	RI	\$224,854	Executive Director	\$96,121	<b>\$90,601</b>	2024
<a href="#">The Pilcrow Foundation</a>	OR	\$225,026	President	\$56,250	<b>\$52,865</b>	2023
<a href="#">Aranya Solutions</a>	MT	\$230,397	President	\$12,000	<b>\$13,091</b>	2023
<a href="#">Kennett Flash Inc</a>	PA	\$231,488	Executive Di	\$57,050	<b>\$55,925</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN 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 MN 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	50 organizations. Compensation range \$203–\$220,267; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$200,628); for reference, expenses \$185,517 and assets \$18,125.
ROLE MATCH	Michelle Sahlstrom, reported title " <i>DIRECTOR, CEO, and COO</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	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	68 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	68 <sup>th</sup>
Reportable pay only (column D), adjusted	68 <sup>th</sup>
All sources (D + E + F), adjusted	64 <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 (Michelle Sahlstrom) 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 50 similarly situated organizations (Same NTEE sector (W99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$70,000 is reasonable (approximately the 68<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.