

The Maryland Heights Convention & Visitors Bureau

Executive Director / CEO

EIN 030508183
 MO · NTEE S30
 FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Karen K Mueller, Executive Director / CEO** (\$115,915) against **every comparable organization** that fit the selection criteria — **167** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **87th** percentile of comparable organizations within the typical range

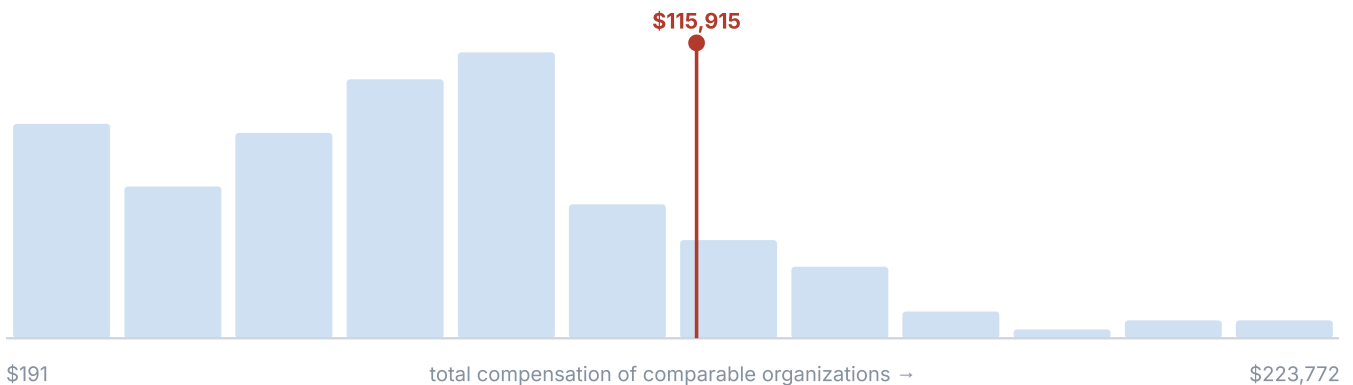
Benchmarked executive: Karen K Mueller — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S30).
BUDGET	Total revenue between \$223,845 and \$501,147 — 0.67x to 1.50x the subject's \$334,098 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S30), nationwide + budget 0.67–1.5x revenue.

167 organizations qualified on sector, size, and geography → **167** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,082 10TH	\$38,465 25TH	\$69,498 MEDIAN	\$93,444 75TH	\$127,103 90TH	\$115,915 THIS ORG · 87TH
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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 MO 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
Adams County Development Council	WA	\$334,069	Executive Director	\$136,341	\$115,250	2023
Wyoming County Business Assistance	NY	\$334,541	President/ceo	\$17,402	\$14,847	2023
Downtown Annapolis Partnership Inc	MD	\$332,581	Executive Director	\$80,000	\$70,615	2023
Preble County Development Partnership	OH	\$332,329	Executive Director	\$123,147	\$119,614	2024
Ogunquit Chamber Of Commerce	ME	\$335,876	Executive Di	\$90,500	\$83,106	2024
Ohio Energy & Advanced Manufacturing	OH	\$335,964	President	\$6,000	\$5,828	2024
Main Street Wooster Inc	OH	\$337,375	Executive Director	\$85,321	\$82,873	2024
The Florida Council Of 100	FL	\$337,750	President	\$50,964	\$43,906	2024
DeKalb County Economic Development	IN	\$342,757	President/ce	\$93,947	\$90,856	2024
Advance Minnesota	MN	\$343,750	Board Member	\$38,500	\$34,887	2024
Strawberry Mansion Community Development Corporation	PA	\$344,040	Executive Director	\$75,000	\$73,511	2022
Merchant Row Association Corporation	DC	\$346,049	Former Executive Director	\$32,308	\$26,000	2024
World Trade Center Utah Foundation	UT	\$319,722	Ceo	\$13,093	\$12,652	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sullivan County Land Bank	NY	\$319,120	Chair	\$10,602	\$9,045	2023
Warren County Local Economic	IN	\$318,950	Former Execu	\$90,908	\$90,514	2023
Roosevelt Row Community Development Corporation	AZ	\$318,652	Executive Director Until 3/21/24	\$40,135	\$35,398	2024
Monroe County Illinois Economic	IL	\$350,348	Executive Dir.	\$69,879	\$63,001	2024
Harrisburg Economic Development	SD	\$317,410	Executive Director	\$61,215	\$63,786	2023
Boulder Chamber Foundation	CO	\$351,613	President & Ceo	\$18,609	\$16,847	2023
Conifer Area Chamber Of Commerce	CO	\$316,512	Executive Dir.	\$58,000	\$49,688	2025
Folsom Community Development Corporation	CA	\$352,017	Ceo/president	\$115,040	\$93,789	2023
Main Street Winter Haven Inc	FL	\$352,397	President	\$70,063	\$60,360	2024
Spokane Independent Metro	WA	\$315,469	Executive Director	\$82,176	\$67,470	2024
High Plains Community	NM	\$315,306	Manager	\$43,325	\$41,632	2025
Idea Foundry	PA	\$353,744	Director & Ceo	\$208,810	\$196,603	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MO 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 MO 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 **167** organizations. Compensation range \$191–\$223,772; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$334,098); for reference, expenses \$301,835 and assets \$106,569.
ROLE MATCH	Karen K Mueller, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	20 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 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	87 th
Total compensation (D + F), as reported (no adjustments)	81 st
Reportable pay only (column D), adjusted	87 th
All sources (D + E + F), adjusted	79 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 (Karen K Mueller) 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 167 similarly situated organizations (Same NTEE sector (S30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$115,915 is reasonable (approximately the 87th 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.