

Little Snake River Valley Ambulance

Executive Director / CEO

EIN 030563548

WY · NTEE M23

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Michelle Duncan, Executive Director / CEO** (\$23,082) against **every comparable organization** that fit the selection criteria — **339** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **62nd** percentile of comparable organizations within the typical range

Benchmarked executive: Michelle Duncan — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (M23).

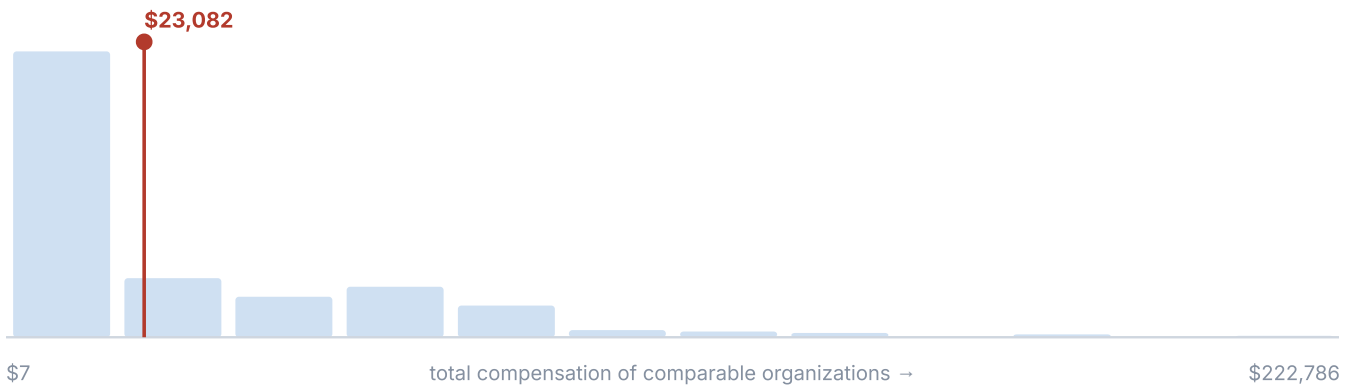
BUDGET Total revenue between \$200,639 and \$449,193 — 0.67x to 1.50x the subject's \$299,462 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (M), nationwide + budget 0.67–1.5x revenue.

339 organizations qualified on sector, size, and geography

→ **339** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$604	\$1,981	\$11,321	\$47,213	\$75,291	\$23,082
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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 WY 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
Watford City Volunteer Fire Dept	ND	\$299,429	Chief	\$10,892	\$11,492	2023
Factoryville Fire Company	PA	\$299,732	Treasurer	\$3,600	\$3,451	2023
Bikemore Inc	MD	\$300,750	Executive Director	\$86,000	\$75,085	2024
Penderlea Fire Department	NC	\$300,834	Assistant Chief	\$175	\$169	2024
District 2 Hospital Preparedness	IN	\$298,080	Readiness And Response Coordinator	\$82,091	\$80,844	2024
Town Of Carlton Fire Company No 1 Inc	NY	\$301,023	President	\$480	\$405	2024
Primos-secane-westbrook Park Fire	PA	\$297,704	President	\$17,640	\$16,428	2024
Safe Kids Utah	UT	\$301,305	Secretary/coordinator	\$90,178	\$88,737	2023
Alaska Dive Search Rescue And	AK	\$297,295	Treasurer	\$8	\$7	2024
Clarendon Fire Company Inc	NY	\$301,735	President	\$500	\$422	2024
National Emergency Responders Assistance	OK	\$296,587	Executive Dir.	\$39,000	\$41,289	2023
International Assoc Of Fire Fighte	CT	\$302,461	Board Member	\$7,000	\$6,129	2024
Phelps Ambulance Inc	NY	\$302,708	Board Member	\$48,704	\$42,314	2023
Three Oaks Emergency Vehicle Association	MI	\$303,482	Administrator/director	\$82,286	\$79,316	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sellersburg Vol Fire Dept	IN	\$303,586	Board Member	\$65,943	\$64,942	2024
Institute For Safer Trucking	DC	\$303,964	Co Chair	\$96,923	\$79,428	2024
C B S Fire Association	IA	\$304,432	Treasurer	\$285	\$291	2024
Morrisvale Volunteer Fire Department Inc	WV	\$304,798	Treasurer	\$6,000	\$5,910	2025
Comision Ciudadana Para La Auditoria Integral Del Credito Pub	PR	\$293,344	Executive Director	\$60,000	\$61,772	2023
Eldridge Volunteer Fire Co Inc	IA	\$306,212	President	\$2,140	\$2,188	2024
National Assoc Of State 911 Administrators	MI	\$292,475	Director	\$231,128	\$222,786	2024
Buffalo Springs Lake Volunteer	TX	\$291,987	President	\$2,772	\$2,666	2023
Fountain Rural Fire Association Inc	NC	\$306,965	President	\$156	\$155	2023
Southeast Colorado Regional Trauma & Ems Advisory Council Inc	CO	\$291,947	Coordinator	\$75,000	\$65,429	2025
Gnesen Volunteer Fire Department Inc	MN	\$291,786	Gambling Manager	\$15,560	\$14,783	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WY 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 WY 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	339 organizations. Compensation range \$7–\$222,786; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$299,462); for reference, expenses \$235,316 and assets \$534,832.
ROLE MATCH	Michelle Duncan, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	18 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	9 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	62 nd
Total compensation (D + F), as reported (no adjustments)	61 st
Reportable pay only (column D), adjusted	65 th
All sources (D + E + F), adjusted	60 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 Duncan) 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 339 similarly situated organizations (Same NTEE major group (M), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$23,082 is reasonable (approximately the 62nd 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.