

The Max Warburg Courage Curriculum Inc

Executive Director / CEO

EIN 043256902

MA · NTEE B92

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Carrie Coughlin, Executive Director / CEO** (\$128,694) against **every comparable organization** that fit the selection criteria — **38** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89th** percentile of comparable organizations within the typical range

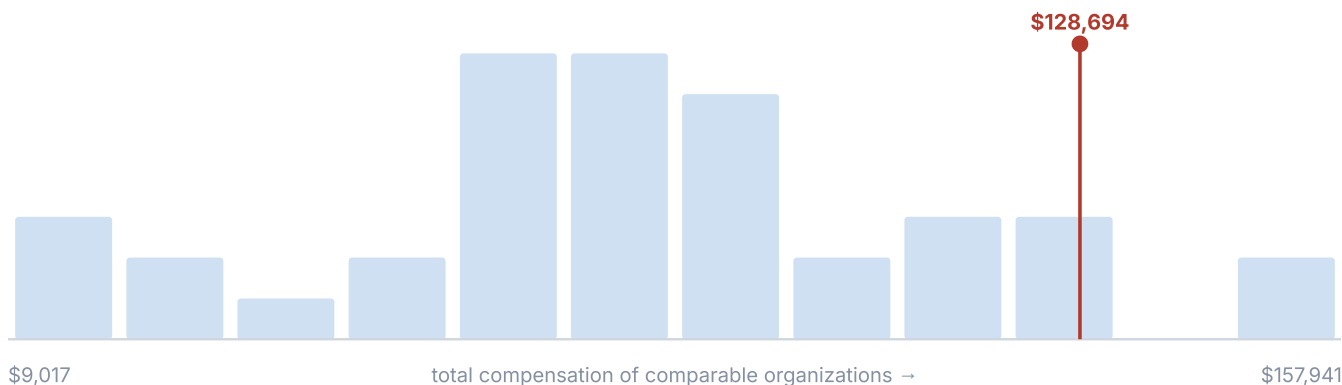
Benchmarked executive: Carrie Coughlin — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B92).
BUDGET	Total revenue between \$291,685 and \$653,026 — 0.67x to 1.50x the subject's \$435,351 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B92), nationwide + budget 0.67–1.5x revenue.

38 organizations qualified on sector, size, and geography → **38** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$30,198	\$64,125	\$78,575	\$99,032	\$127,167	\$128,694
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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 MA 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
Healthy Cities Tutoring Inc	CA	\$431,927	Executive Dir.	\$133,900	\$125,352	2025
Steamboat Reading Inc	CO	\$440,415	Executive Dir.	\$83,213	\$88,793	2024
Sit Stay Read Inc	IL	\$429,365	Executive Director	\$148,186	\$157,941	2025
826 Msp	MN	\$450,319	Executive Director	\$41,166	\$46,603	2023
The Diversity Initiative Inc	FL	\$456,581	President	\$16,000	\$16,296	2025
We Shall Read	MI	\$407,953	Executive Director	\$97,183	\$111,626	2024
Dyslexia Reading Connection Inc	WI	\$402,730	Executive Dir.	\$56,640	\$65,827	2024
Smart Family Literacy Inc	TX	\$387,857	Executive Dir.	\$60,625	\$67,486	2024
Adult Learning Alliance Of Arkansas	AR	\$486,928	Executive Director	\$97,612	\$118,952	2025
Desiring Advancement Overseas Inc	TN	\$382,749	President	\$58,000	\$69,848	2023
Page 15 Inc	FL	\$490,721	Ceo	\$74,308	\$77,682	2024
Danville Church And Community Tutorial Program	VA	\$501,567	Executive Director	\$75,000	\$82,966	2023
Gaining Ground Inc	OK	\$366,413	Executive Director	\$57,634	\$72,708	2023
Project Transformation Rio Texas	TX	\$510,949	Ceo	\$65,000	\$72,356	2024
Maryland Reads Inc	MD	\$355,083	Executive Director	\$126,300	\$131,401	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
New Hope Community Development Corporation Inc	NJ	\$523,532	Secretary-admin	\$83,957	\$81,267	2025
Lifechange Community Service Inc	CA	\$347,084	Key Employee	\$22,917	\$22,021	2024
Every Child A Reader In Escambia Inc	FL	\$344,366	Executive Director	\$61,059	\$63,832	2024
Altrusa International Foundation Inc	IL	\$528,497	Executive Director	\$121,651	\$133,090	2024
Main Street Scholars	CA	\$338,848	Executive Di	\$36,000	\$33,702	2025
Marguerite Kiefer Education Center Inc	CA	\$533,613	Executive Dir.	\$95,966	\$92,216	2024
Reading Is Essential For All People	GA	\$321,854	President	\$55,000	\$61,541	2024
Enlightenment Bookstore And	NY	\$319,531	Executive Di	\$62,789	\$65,004	2023
Family Literacy Network Inc	TX	\$309,744	Director	\$8,100	\$9,017	2024
Learning Is For Tomorrow Inc	MD	\$305,217	Executive Di	\$90,066	\$91,288	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 38 organizations. Compensation range \$9,017–\$157,941; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$435,351); for reference, expenses \$409,603 and assets \$1,223,475.

ROLE MATCH Carrie Coughlin, reported title "*Executive Director*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	89 th
Total compensation (D + F), as reported (no adjustments)	92 nd
Reportable pay only (column D), adjusted	92 nd
All sources (D + E + F), adjusted	89 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 (Carrie Coughlin) 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 38 similarly situated organizations (Same NTEE sector (B92), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$128,694 is reasonable (approximately the 89th 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.