

United Way Of Milford Inc

Executive Director / CEO

EIN 060724409

CT · NTEE T70Z

FY ending 2023-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Barry Berman, Executive Director / CEO** (\$112,000) against **every comparable organization** that fit the selection criteria — **124** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **94th** percentile of comparable organizations above the 90th percentile — board review recommended

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

How comparable organizations were selected

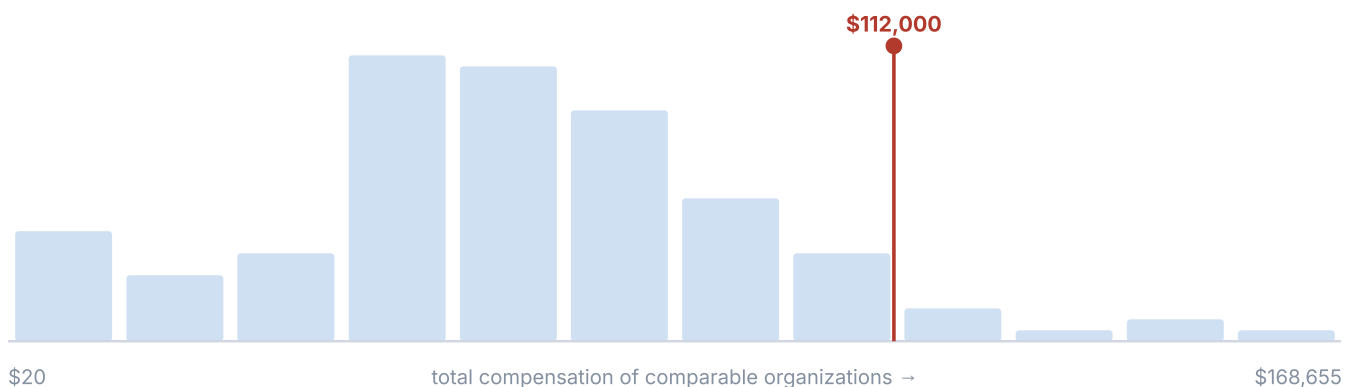
SECTOR Organizations sharing the subject's NTEE classification (T70Z).

BUDGET Total revenue between \$284,364 and \$636,636 — 0.67x to 1.50x the subject's \$424,424 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (T70), nationwide + budget 0.67–1.5x revenue.

124 organizations qualified on sector, size, and geography → **124** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,657	\$44,592	\$63,175	\$82,147	\$102,328	\$112,000
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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 CT 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
Rice County Area United Way	MN	\$426,248	Executive Di	\$71,400	\$73,087	2024
United Way Of Hernando County Inc	FL	\$428,747	Executive Director	\$69,800	\$69,935	2023
United Way Of West Ellis County Inc	TX	\$428,771	Executive Dir.	\$84,500	\$87,565	2024
American Federation Of Government	NC	\$420,001	President	\$2,060	\$2,205	2024
United Way Of Calhoun County	TX	\$429,708	Executive Di	\$51,491	\$53,359	2024
United Way Of Walton County	GA	\$433,311	Executive Dir.	\$23,750	\$25,469	2023
Jewish Federation Of Dutchess Count	NY	\$414,575	Executive Di	\$87,525	\$81,933	2024
United Way Of Southwest Minnesota	MN	\$409,767	Ceo	\$64,614	\$64,436	2025
United Way Of Marshall County Inc	IN	\$442,238	Executive Di	\$38,024	\$42,767	2023
Deaf Smith County Crisis Center Inc	TX	\$444,773	Executive Director	\$63,150	\$65,440	2024
United Way Of Southern Maryland	MD	\$402,859	Executive Director	\$105,551	\$102,227	2024
United Way Of Lewis County	WA	\$402,487	Executive Director	\$89,600	\$85,557	2023
Granville County United Way Inc	NC	\$400,255	Executive Di	\$114,306	\$122,354	2024
United Way Of Linn Benton And	OR	\$450,002	President &	\$103,358	\$102,371	2023
Small Difference Foundation	TX	\$397,258	Executive Director	\$15,624	\$16,669	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Black River United Way Inc	SC	\$451,905	Ceo	\$77,098	\$83,323	2024
Cooke County United Way Inc	TX	\$452,579	Executive Director	\$89,000	\$92,228	2024
United Way Of Yavapai County Inc	AZ	\$396,236	Executive Director	\$40,861	\$41,912	2023
Partners For Community Inc	IL	\$393,739	Executive Director	\$83,964	\$85,513	2024
Red River Community Housing Development	ND	\$457,148	Executive Director	\$93,285	\$106,051	2024
United Community Services For Working Families	PA	\$390,913	Executive Director	\$65,832	\$68,009	2024
United Way Of Lawrence County	PA	\$389,138	Executive Director	\$82,598	\$85,330	2024
United Way Of Lincoln County	NC	\$388,180	Executive Director	\$65,015	\$69,593	2024
Wyoming County United Way Inc	PA	\$462,041	Executive Director	\$69,397	\$73,810	2023
Uwgr Holding Company Inc	NY	\$384,924	President & Ceo	\$55,237	\$50,374	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CT 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 CT 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 **124** organizations. Compensation range \$20–\$168,655; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$424,424); for reference, expenses \$581,003 and assets \$581,374.
ROLE MATCH	Barry Berman, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	15 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	94 th
Total compensation (D + F), as reported (no adjustments)	96 th
Reportable pay only (column D), adjusted	98 th
All sources (D + E + F), adjusted	85 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 (Barry Berman) 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 124 similarly situated organizations (Same NTEE sector (T70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$112,000 is reasonable (approximately the 94th 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.