

Toy Box Connection Nfp

Executive Director / CEO

June 10, 2026

This analysis benchmarks the total compensation of **Michelle Maxia, Executive Director / CEO** (\$147,000) against **every comparable organization** that fit the selection criteria — **216** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **97th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Michelle Maxia — reported title “President & Exec. Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (T30).

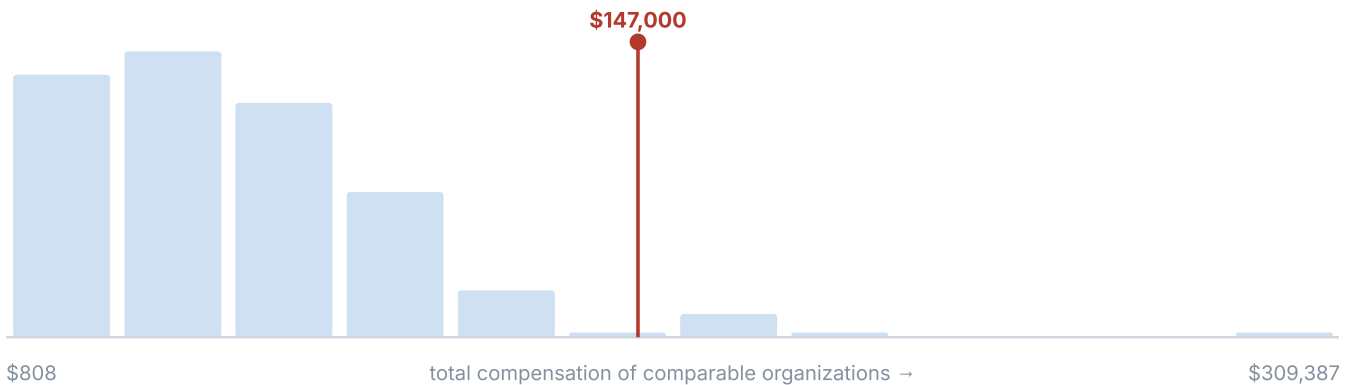
BUDGET Total revenue between \$200,368 and \$448,585 — 0.67x to 1.50x the subject's \$299,057 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (T30), nationwide + budget 0.67–1.5x revenue.

216 organizations qualified on sector, size, and geography

→ **216** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,362	\$26,190	\$47,767	\$74,924	\$99,587	\$147,000
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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 IL 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
Generations For Peace Inc	TN	\$299,192	Executive Dir.	\$156,371	\$171,613	2024
Studentsfirst New York Institute Inc	NY	\$300,000	Executive Director	\$43,000	\$40,569	2024
Supporters Of Civil Society Inc	MO	\$300,893	Treasurer	\$17,003	\$18,803	2024
Peace For The Persecuted	CA	\$296,669	President	\$3,000	\$2,784	2023
Thatcher Family Fund	OH	\$302,002	Treasurer	\$42,109	\$47,942	2023
Giltner Public Schools Foundation	NE	\$302,628	Executive Di	\$35,864	\$40,274	2024
American Friends Of Keshar Inc	NY	\$295,027	President	\$86,400	\$81,515	2024
Global Vision 2020 Inc	MD	\$303,906	Exec Director	\$120,000	\$117,135	2024
Education Nexus Oregon	OR	\$305,394	Executive Director Thru Mar2024	\$45,000	\$43,632	2024
Kidney Cancer Research Alliance Inc	VA	\$306,058	President	\$150,000	\$155,684	2023
The Blessing Center Inc	CA	\$306,191	President	\$36,000	\$32,457	2024
Spring Arbor University Foundation	MI	\$291,790	President	\$24,951	\$26,889	2024
Edward & Willa Kelly Community	NE	\$306,526	Executive Dir.	\$84,056	\$94,393	2024
Laurel Lake Retirement Community	OH	\$291,573	President	\$27,202	\$30,969	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Kerengende Foundation Nfp	IL	\$291,220	Executive Dir.	\$53,750	\$55,172	2024
Tibetan Charities Inc	NY	\$307,027	President	\$90,655	\$88,056	2023
The Community Kitchen Inc	IN	\$308,104	Kitchen Operations Director - Starting July 8, 202	\$16,640	\$18,321	2024
Johnson City - Jonesborough- Washington	TN	\$308,345	President	\$34,332	\$37,678	2024
Woods Affiliation Corp	PA	\$309,407	Treasurer	\$30,458	\$32,649	2023
New Jersey State Federation Of Womens Clubs	NJ	\$310,251	Care Vp	\$14,984	\$13,608	2025
Alpha Illinois Leadership Foundation	IL	\$287,352	President	\$80,500	\$82,630	2024
Family Promise Of Kandiyohi County	MN	\$287,343	Executive Director	\$56,194	\$57,974	2024
Living Resources Foundation Inc	NY	\$311,021	Ceo	\$26,209	\$24,727	2024
Samaritan Ministries Inc	MD	\$312,260	Executive Director	\$54,736	\$55,007	2023
Social Venture Partners Boston Inc	MA	\$285,219	Chief Executive Officer	\$28,050	\$26,317	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IL cost of living and 2025 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 IL 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	216 organizations. Compensation range \$808–\$309,387; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$299,057); for reference, expenses \$321,299 and assets \$698,585.
ROLE MATCH	Michelle Maxia, reported title " <i>President & Exec. Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	50 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	7 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	97 th
Total compensation (D + F), as reported (no adjustments)	97 th
Reportable pay only (column D), adjusted	97 th
All sources (D + E + F), adjusted	78 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 Maxia) 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 216 similarly situated organizations (Same NTEE sector (T30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$147,000 is reasonable (approximately the 97th 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.