

# Carroll County Economic Development

Executive Director / CEO

EIN 582589709

GA · NTEE S40

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Karen Handel, Executive Director / CEO** (\$237,071) against **every comparable organization** that fit the selection criteria — **93** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

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

**Benchmarked executive:** Karen Handel — reported title “exec committee”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (S40).

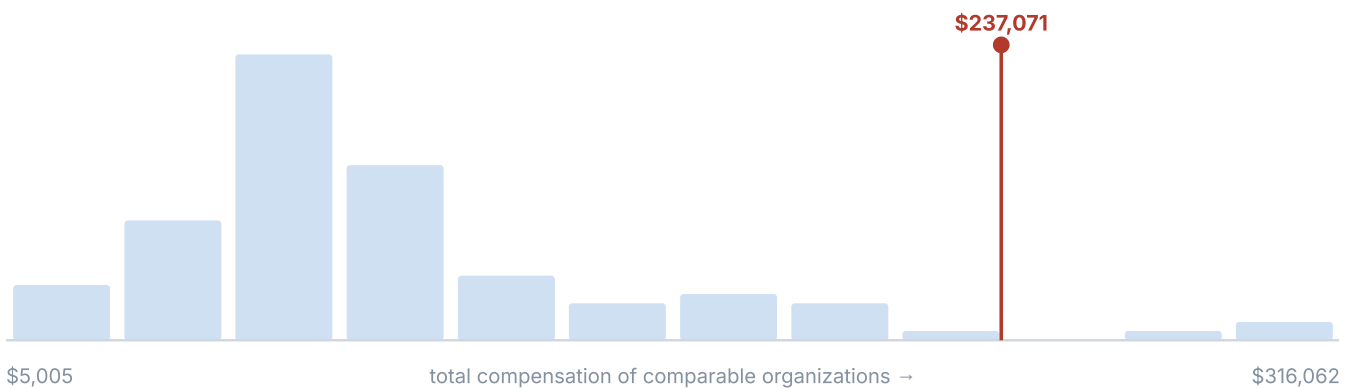
**BUDGET** Total revenue between \$221,646 and \$496,224 — 0.67x to 1.50x the subject's \$330,816 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (S40), nationwide + budget 0.67–1.5x revenue.

**93** organizations qualified on sector, size, and geography

→ **93** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$40,629	\$62,320	\$79,636	\$111,126	\$178,973	\$237,071
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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 GA 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
<a href="#">The Cannabis Alliance</a>	WA	\$331,103	Executive Dir.	\$45,833	<b>\$40,811</b>	2023
<a href="#">Tic Council Americas Inc</a>	DC	\$331,703	Executive Director-til 8/2023	\$99,221	<b>\$86,595</b>	2023
<a href="#">Pike District Partnership Inc</a>	MD	\$332,944	Executive Director	\$90,000	<b>\$81,282</b>	2024
<a href="#">Girard Area Industrial Development Corp</a>	PA	\$333,361	Chairman	\$73,442	<b>\$70,750</b>	2024
<a href="#">African American Real Estate</a>	DC	\$328,179	President	\$46,500	<b>\$40,583</b>	2023
<a href="#">Mississippi Apartment Association</a>	MS	\$335,360	Association Director	\$58,803	<b>\$65,135</b>	2023
<a href="#">Forward High Point Inc</a>	NC	\$322,019	Chief Executive Officer	\$104,545	<b>\$101,661</b>	2025
<a href="#">Fulshear-katy Area Chamber Of Commerce</a>	TX	\$319,654	President	\$94,994	<b>\$94,505</b>	2023
<a href="#">Irrigation &amp; Electrical Districts</a>	AZ	\$349,001	Executive Di	\$308,828	<b>\$286,913</b>	2024
<a href="#">National Cooperative Procurement</a>	MN	\$311,046	Executive Director	\$140,400	<b>\$134,016</b>	2024
<a href="#">Kansas Independent Electrical</a>	KS	\$309,646	Executive Di	\$70,833	<b>\$76,106</b>	2023
<a href="#">Michigan Israel Business Accelerator</a>	MI	\$353,207	Chief Executive Officer (End Jan 2025)	\$19,401	<b>\$19,344</b>	2024
<a href="#">Ingersoll Grand Self-supported Municipal</a>	IA	\$354,444	Executive Dir.	\$76,987	<b>\$79,332</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Construction Institute Inc</a>	CT	\$354,876	Executive Director	\$74,200	<b>\$69,191</b>	2023
<a href="#">Imperial County Association Of Realtors</a>	CA	\$354,935	Chief Executive Officer	\$79,960	<b>\$66,699</b>	2024
<a href="#">Central Texas Angel Network</a>	TX	\$306,410	Executive Director	\$128,792	<b>\$124,453</b>	2024
<a href="#">Dbl Equity Partners</a>	ND	\$304,896	President, Ceo, And Secret	\$48,437	<b>\$51,348</b>	2024
<a href="#">Construction Builders Association</a>	OH	\$304,251	Executive Director	\$98,500	<b>\$103,758</b>	2023
<a href="#">Auto Body Association Of Texas</a>	TX	\$303,287	Executive Dir.	\$72,048	<b>\$69,621</b>	2024
<a href="#">Michigan Retailers Foundation</a>	MI	\$365,589	President/ce	\$59,220	<b>\$60,792</b>	2023
<a href="#">Isa Michigan</a>	MI	\$367,250	Executive Director	\$85,000	<b>\$87,256</b>	2023
<a href="#">The Cyber Guild Inc</a>	VA	\$293,920	Executive Director	\$102,349	<b>\$98,283</b>	2023
<a href="#">Colorado Prestressers Association</a>	CO	\$292,703	Executive Dir.	\$163,400	<b>\$155,826</b>	2023
<a href="#">Ohio Alliance Of Ymca's</a>	OH	\$369,773	Chief Executive Officer	\$223,730	<b>\$235,672</b>	2023
<a href="#">Hawaii Masons And Plasterers Union</a>	HI	\$370,416	Executive Director	\$180,031	<b>\$155,705</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to GA 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 GA 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	93 organizations. Compensation range \$5,005–\$316,062; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$330,816); for reference, expenses \$1,024,893 and assets \$5,397,838. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Karen Handel, reported title " <i>exec committee</i> ", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	5 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	97 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	97 <sup>th</sup>
Reportable pay only (column D), adjusted	97 <sup>th</sup>
All sources (D + E + F), adjusted	94 <sup>th</sup>

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 Handel) 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 93 similarly situated organizations (Same NTEE sector (S40), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$237,071 is reasonable (approximately the 97<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.