

United Way Of Obion County

Executive Director / CEO

EIN 620759210

TN · NTEE T70Z

FY ending 2025-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Michelle Creswell, Executive Director / CEO** (\$18,000) against **every comparable organization** that fit the selection criteria — **17** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **53rd** percentile of comparable organizations within the typical range

Benchmarked executive: Michelle Creswell — reported title “Secretary/Exec Dir”, 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 (T70Z).

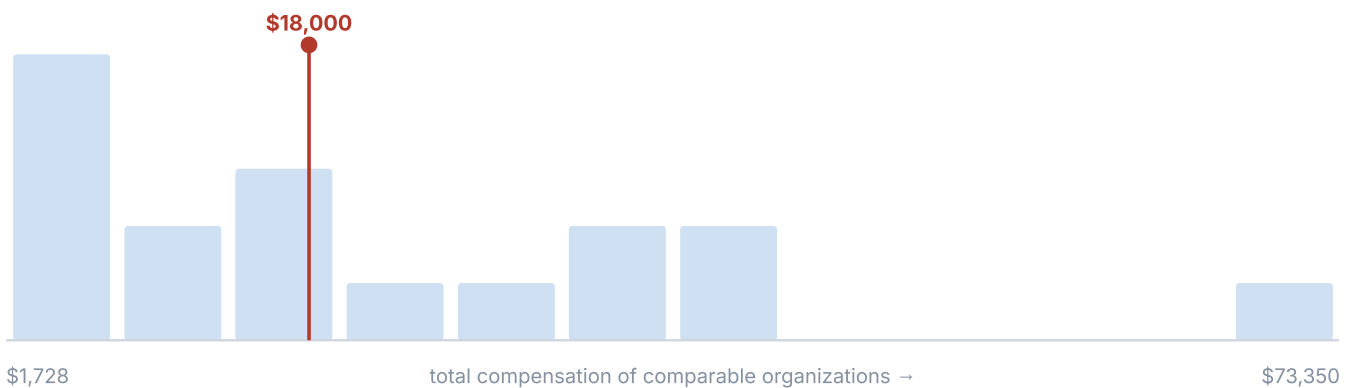
BUDGET Total revenue between \$46,433 and \$103,956 — 0.67x to 1.50x the subject's \$69,304 (the band tightens as size grows).

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

17 organizations qualified on sector, size, and geography

→ **17** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|---------|---------|----------|----------|----------|-----------------|
| \$2,770 | \$4,915 | \$14,728 | \$33,906 | \$40,356 | \$18,000 |
|---------|---------|----------|----------|----------|-----------------|



■ 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 TN 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 |
|---|-------|----------|-------------------------|-----------------|-----------------|------|
| United Way Of Southern Columbiana | OH | \$67,340 | Exec. Direct | \$19,100 | \$19,754 | 2024 |
| Morgan County Civic Services | IL | \$65,956 | President | \$1,800 | \$1,728 | 2024 |
| United Way Of Nodaway County | MO | \$65,915 | Secretary/treasurer | \$12,000 | \$12,778 | 2023 |
| West Bergen Mental Healthcare | NJ | \$74,650 | Chief Executive Officer | \$9,993 | \$8,712 | 2024 |
| John & Rose Herman Support Foundation | MI | \$75,395 | Treasurer | \$26,189 | \$26,397 | 2024 |
| United Way Of South Central Ky Inc | KY | \$76,185 | Exec Director | \$37,463 | \$39,304 | 2024 |
| American Football Coaches Foundation | TX | \$81,069 | Executive Director | \$15,439 | \$14,692 | 2025 |
| United Way Of Rusk County Inc | TX | \$53,642 | Cmp Chr/exe Dir | \$4,810 | \$4,837 | 2023 |
| Hilliard Family Foundation Inc | WI | \$53,060 | Board Secretary | \$4,819 | \$4,915 | 2024 |
| Taylor Strickland Legacy Foundation | GA | \$51,150 | Officer | \$15,000 | \$14,728 | 2024 |
| Rose Hill Foundation Inc | NY | \$51,043 | Chief Executive Officer | \$47,523 | \$41,934 | 2024 |
| Jewish Federation Of Cape Cod Inc | MA | \$87,568 | Director | \$3,258 | \$2,859 | 2024 |
| Graham Area United Way | TX | \$92,315 | Executive Direc | \$34,711 | \$33,906 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|---------------------|-----------------|-----------------|------|
| Jackson County United Givers Fund | AL | \$96,140 | Executive Secretary | \$2,500 | \$2,637 | 2024 |
| Steuben County United Way Inc | IN | \$101,399 | Executive Director | \$33,164 | \$34,152 | 2024 |
| Hilton Head Heroes Inc | SC | \$102,691 | Director | \$72,000 | \$73,350 | 2024 |
| Foundation For Health Advancement Inc | NJ | \$103,660 | President & Ceo | \$23,016 | \$19,550 | 2025 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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 | 17 organizations. Compensation range \$1,728–\$73,350; filing years 2023–2025. |
| SIZE BASIS | Matched on total revenue (\$69,304); for reference, expenses \$73,850 and assets \$105,563. |
| ROLE MATCH | Michelle Creswell, reported title " <i>Secretary/Exec Dir</i> ", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role. |
| RELATED-ORG PAY | 6 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |

Sensitivity — the subject's percentile under alternative compensation definitions:

| BASIS | SUBJECT PERCENTILE |
|---|------------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 53rd |
| Total compensation (D + F), as reported (no adjustments) | 53rd |

Reportable pay only (column D), adjusted

71st

All sources (D + E + F), adjusted

35th

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 Creswell) 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 17 similarly situated organizations (Same NTEE sector (T70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$18,000 is reasonable (approximately the 53rd 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.