

Mothers Love Learning Center

Executive Director / CEO

This analysis benchmarks the total compensation of **Carolyn Ford, Executive Director / CEO** (\$24,213) against **every comparable organization** that fit the selection criteria — **497** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 21st percentile of comparable organizations

below the typical range for comparable organizations

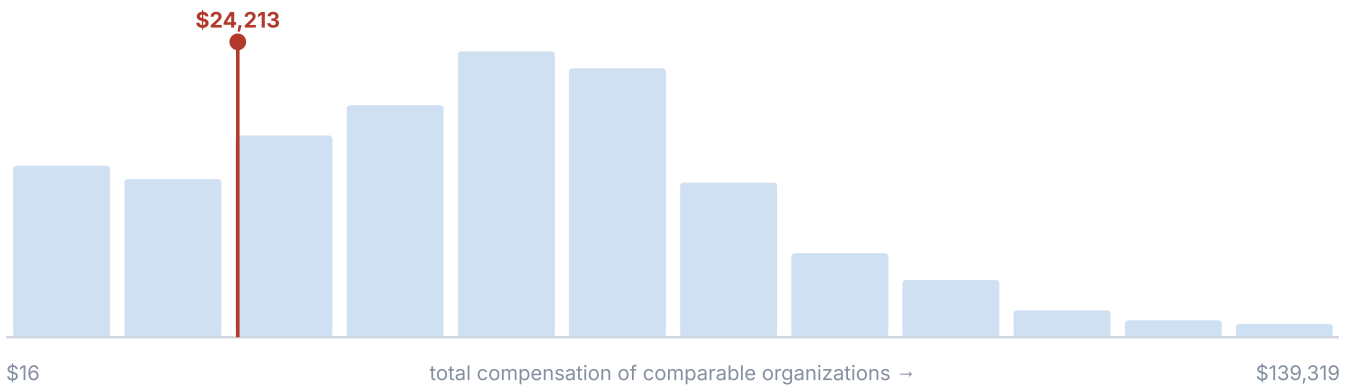
Benchmarked executive: Carolyn Ford — reported title "DIRECTOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O50).
BUDGET	Total revenue between \$188,058 and \$421,027 — 0.67x to 1.50x the subject's \$280,685 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O50), nationwide + budget 0.67–1.5x revenue.

497 organizations qualified on sector, size, and geography → **497** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,284	\$27,798	\$48,741	\$66,714	\$86,619	\$24,213
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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 MS 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
Truly Valued Inc	FL	\$280,899	Ceo	\$75,000	\$63,261	2024
Clear Creek Rock House	CO	\$281,000	Executive Director	\$62,911	\$55,763	2023
New York State Association For Infant Mental Health Inc	NY	\$280,226	Executive Director	\$58,292	\$47,295	2024
First Serve Tulsa Foundation	OK	\$280,097	Executive Director	\$46,697	\$44,978	2025
Joshuas Camp Corporation	WI	\$282,047	Camp Director	\$45,500	\$42,665	2024
Sudbury Youth Basketball Inc	MA	\$278,735	Administrator	\$11,840	\$9,307	2025
Urbanpromise Arkansas Inc	AR	\$282,639	Executive Director	\$45,835	\$47,625	2023
Essex Chips Inc	VT	\$282,988	Executive Director	\$77,461	\$70,004	2024
Seeds In The Middle Inc	NY	\$283,237	Director	\$144,000	\$116,833	2024
Badger Association For Athletic Develop	CA	\$283,416	President & Ceo	\$45,500	\$35,277	2024
School Of Unity And Liberation	CA	\$283,558	Executive Dir.	\$76,013	\$60,674	2023
Parks Community Support Services Inc	LA	\$283,953	Director	\$40,800	\$41,529	2023
Connections 4 Kids	CO	\$284,091	Executive Director	\$91,629	\$76,854	2025
The Color A Positive Thought Organ	CT	\$277,250	President	\$25,100	\$21,754	2023
A Fair Shake For Youth Inc	NY	\$276,311	Exec Director	\$85,000	\$68,964	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Children's Playhouse Inc	NC	\$285,287	Executive Director	\$66,118	\$59,759	2025
100cameras	NY	\$285,412	Ceo	\$28,793	\$23,361	2024
Youth Activism Project	MD	\$285,671	Chief Executive Officer	\$102,246	\$85,828	2024
South Broadway Art Project	MO	\$275,501	Office Manager	\$11,563	\$11,321	2023
Dont Shoot Guns Shoot Hoops	MN	\$286,035	Founder & Ceo	\$84,340	\$74,826	2024
Casa Of Scott County Inc	IN	\$286,281	Executive Director	\$64,010	\$60,608	2024
Washington Student Cycling League	WA	\$286,348	Executive Director	\$95,000	\$78,623	2023
Envision Your Pathway Inc	CA	\$286,377	Executive Director	\$104,000	\$78,554	2025
Omni Circle Group Inc	KS	\$286,427	Ceo	\$61,500	\$61,417	2023
Youth Celebrate Diversity	CO	\$274,583	Executive Di	\$92,814	\$77,849	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MS 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 MS 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 497 organizations. Compensation range \$16–\$139,319; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$280,685); for reference, expenses \$179,549 and assets \$266,004.

ROLE MATCH Carolyn Ford, reported title "*DIRECTOR*", 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 9 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 5 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	21 st
Total compensation (D + F), as reported (no adjustments)	18 th
Reportable pay only (column D), adjusted	22 nd
All sources (D + E + F), adjusted	21 st

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 (Carolyn Ford) 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 13, 2026, comparing compensation against 497 similarly situated organizations (Same NTEE sector (O50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,213 is reasonable (approximately the 21st 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 13, 2026.