

Missoula Writing Collaborative

Executive Director / CEO

EIN 810505084

MT · NTEE A70

FY ending 2024-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Caroline Patterson Haeefele, Executive Director / CEO** (\$34,808) against **every comparable organization** that fit the selection criteria — **45** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **31st** percentile of comparable organizations

within the typical range

Benchmarked executive: Caroline Patterson Haeefele — reported title “Prev Exec. Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (A70).

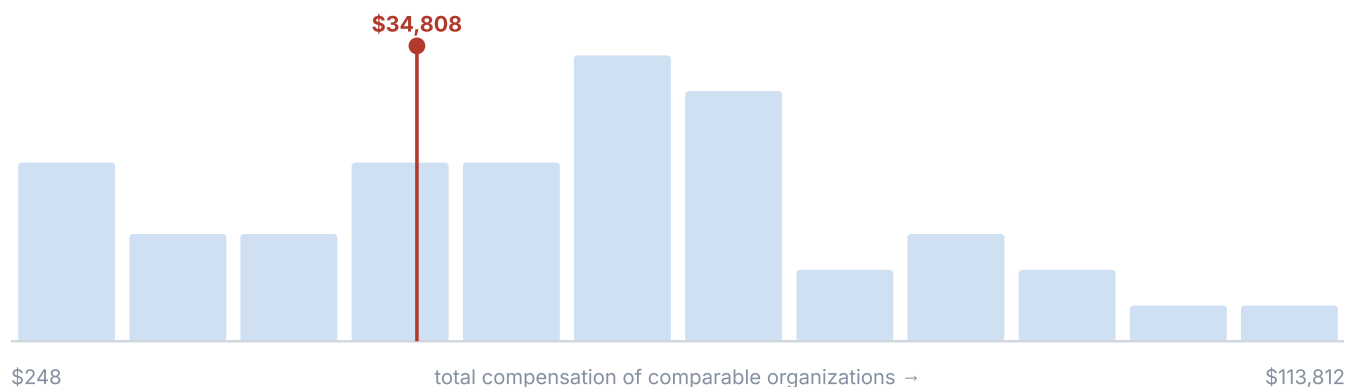
BUDGET Total revenue between \$207,683 and \$464,962 — 0.67x to 1.50x the subject's \$309,975 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A70), nationwide + budget 0.67–1.5x revenue.

45 organizations qualified on sector, size, and geography

→ **45** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,856

\$30,250

\$50,024

\$64,872

\$81,746

\$34,808



● 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 MT 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
Living Tongues Institute	OR	\$310,319	President	\$42,000	\$37,253	2023
Arborlea Study Center	TX	\$308,165	Treasurer	\$27,752	\$26,514	2023
Association Of Bookmobile &	IA	\$307,645	Executive Director	\$46,519	\$47,252	2024
Christian Womens Job Corps Of Tyler Inc	TX	\$305,892	Executive Dir.	\$71,340	\$66,202	2024
The Aftermath Project Inc	CA	\$303,880	Secretary	\$51,000	\$42,061	2023
Archaeology In The Community	DC	\$316,182	Executive Director	\$54,049	\$45,299	2023
The Center For Khmer Studies Inc	DC	\$317,166	President & Ceo	\$50,000	\$41,906	2023
Helping Link	WA	\$302,762	Executive Director	\$125,517	\$104,251	2024
Oregon Hope Chinese School	OR	\$329,095	President	\$73,140	\$64,872	2023
Atlanta Writers Club	GA	\$289,485	Executive Director	\$31,500	\$30,250	2023
Western Political Science Association	OR	\$288,787	Executive Dir.	\$7,000	\$6,031	2024
Faulkner Morgan Archive	KY	\$288,069	President & Executive Director	\$52,771	\$54,150	2023
The 1947 Partition Archive	CA	\$333,750	Executive Dir.	\$62,000	\$51,133	2023
American Comparative Literature	IL	\$285,428	Chief Admin Off	\$85,586	\$80,363	2023
Experience Excellence	TX	\$334,637	President	\$60,000	\$55,679	2024
Lama Foundation	NM	\$280,456	Director	\$1,008	\$1,036	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Christian Home Educators Assn Of Calif	CA	\$278,232	Treasurer	\$300	\$248	2023
Henryk Sienkiewicz Polish School Nfp	IL	\$342,361	Prezes	\$7,392	\$6,742	2024
Project Sycamore A Nfp Corporation	TX	\$273,382	Executive Director	\$84,000	\$80,253	2023
Marine Mills Folk School	MN	\$272,489	Pt Exec Dire	\$23,336	\$22,023	2023
Split This Rock Inc	DC	\$267,649	Director	\$64,281	\$53,876	2023
Henry Miller Memorial Library	CA	\$355,492	Executive Dir.	\$107,666	\$88,795	2023
Pulaski County Imagination Library	AR	\$361,644	Interim Executive Director	\$33,889	\$35,339	2024
La Casa De Maria Retreat Center	CA	\$364,900	Executive Director	\$92,250	\$73,898	2024
Roaring Fork Center For Community	CO	\$249,768	Executive Director	\$52,772	\$46,943	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MT 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 MT 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 45 organizations. Compensation range \$248–\$113,812; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$309,975); for reference, expenses \$314,497 and assets \$48,495.

ROLE MATCH Caroline Patterson Haefele, reported title "*Prev Exec. Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 1 peer 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	31 st
Total compensation (D + F), as reported (no adjustments)	29 th
Reportable pay only (column D), adjusted	31 st
All sources (D + E + F), adjusted	29 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 (Caroline Patterson Haefele) 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 45 similarly situated organizations (Same NTEE sector (A70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$34,808 is reasonable (approximately the 31st 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.