

Carver Project

Executive Director / CEO

This analysis benchmarks the total compensation of **Michelle L Milligan, Executive Director / CEO** (\$109,995) against **every comparable organization** that fit the selection criteria — **473** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **93rd** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Michelle L Milligan — reported title “MANAGING DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$256,431 and \$574,101 — 0.67x to 1.50x the subject's \$382,734 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

473 organizations qualified on sector, size, and geography → **473** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,952	\$34,477	\$55,182	\$79,972	\$101,874	\$109,995
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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 MO 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
Watermark Homeschool Enrichment Inc	FL	\$382,427	Director - President	\$35,000	\$30,153	2024
Little Rubies Inc	MN	\$381,588	Director	\$64,500	\$58,448	2024
Virginia Beach Fellows Inc	VA	\$384,280	President/co	\$76,175	\$65,711	2025
Careers Clic	NH	\$384,562	Executive Director	\$72,942	\$61,766	2024
Stream Innovations	AL	\$380,712	Founder - Ceo	\$70,024	\$69,375	2024
Thoreau College Inc	WI	\$380,535	Executive Director	\$39,500	\$37,831	2024
One Spark Foundation Inc	CA	\$385,208	Executive Dir	\$17,640	\$13,969	2024
Girls 4 Science	IL	\$380,207	Excutive Dir/secretary	\$70,000	\$63,111	2024
Roots Connected Inc	NY	\$379,637	Executive Director	\$122,545	\$98,933	2025
Multinational Exchange For Sustainable A	CA	\$386,952	Ceo	\$84,538	\$66,945	2024
Arizona Hispanic School	AZ	\$378,507	Executive Dir.	\$29,667	\$26,165	2024
Knowledge Builders Of Florida Inc	FL	\$387,241	Executive Director	\$102,312	\$90,746	2023
Nashville Technology Council Foundation	TN	\$387,450	Chair, Ntc Pres. & Ceo	\$12,472	\$12,022	2024
A 1 Learning Connections	TN	\$387,481	Executive Director	\$258,142	\$256,188	2023
Let God Help Resources Inc	DE	\$387,505	President	\$49,628	\$44,563	2024
Giant Thinking	NY	\$377,824	Ceo	\$3,300	\$2,734	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Drepung Gomang Institute	KY	\$377,648	Executive Director	\$7,750	\$7,636	2024
Ceic Corp	IL	\$388,548	President	\$34,755	\$30,527	2025
Empowering Latina Leadership & Action	WA	\$376,803	Executive Director Board President	\$68,500	\$56,242	2024
Everlasting Education Inc	CA	\$376,802	Board Member/executive Director	\$75,273	\$59,607	2024
Kdo Academy	PA	\$376,266	Board Member	\$31,139	\$27,743	2025
Smoke Signals Community Services In	GA	\$376,143	President	\$17,525	\$16,159	2024
United Sound Inc	AZ	\$389,375	Executive Director	\$78,300	\$67,277	2025
Springfield Education Foundation	OR	\$390,066	Exec. Dir.	\$77,250	\$64,093	2025
Joseph And Edna Josephson Inst Of Ethics	CA	\$374,983	President	\$129,226	\$102,333	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MO 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 MO 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 **473** organizations. Compensation range \$10–\$412,214; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$382,734); for reference, expenses \$471,392 and assets \$505,061.

ROLE MATCH	Michelle L Milligan, reported title "MANAGING DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	26 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	18 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	93 rd
Total compensation (D + F), as reported (no adjustments)	89 th
Reportable pay only (column D), adjusted	94 th
All sources (D + E + F), adjusted	88 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 L Milligan) 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 473 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$109,995 is reasonable (approximately the 93rd 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.