

The Delta Project

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Cole Williams, Executive Director / CEO** (\$75,000) against **every comparable organization** that fit the selection criteria — **30** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **83rd** percentile of comparable organizations within the typical range

Benchmarked executive: Cole Williams — 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 (I21).
BUDGET	Total revenue between \$163,668 and \$366,421 — 0.67x to 1.50x the subject's \$244,281 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (I21), nationwide + budget 0.67–1.5x revenue.

30 organizations qualified on sector, size, and geography → **30** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,712	\$34,733	\$55,442	\$69,159	\$81,207	\$75,000
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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 MI 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
301 Housing Development Fund Corporation	NY	\$239,065	President	\$38,386	\$34,598	2023
1614-1622 Jonquil Terrace	IL	\$249,733	Executive Director/ceo	\$19,212	\$18,839	2023
New Vision Inc	TN	\$250,643	President	\$51,000	\$51,937	2024
A Vision Of Change Incorporated	OH	\$254,025	Executive Director	\$80,400	\$84,939	2023
Kim Logan Communications	MI	\$224,139	President	\$24,000	\$24,000	2024
Granite Falls Community Coalition & Food	WA	\$271,359	Food Bank Director	\$51,400	\$45,901	2023
Nokomis East Neighborhood Association	MN	\$214,947	Executive Director	\$70,513	\$67,503	2024
Virginia Mentoring Partnership	VA	\$275,801	Executive Di	\$83,246	\$75,865	2025
Take Action Mon Valley	PA	\$210,446	President & Ceo	\$70,250	\$67,872	2024
Inner Banks Stem Center	NC	\$208,896	President	\$6,625	\$6,828	2023
Roosevelt Park Ministries Inc	MI	\$280,833	Executive Director	\$78,751	\$81,077	2023
Dayonenotdaytwo	PA	\$207,532	Executive Director	\$10,565	\$10,207	2024
Rivington Housing Development Fund	NY	\$281,793	President/ed	\$61,872	\$54,167	2024
Lived Experiences Inc	CA	\$205,975	Founder	\$42,000	\$35,137	2024
Babylon Inc	VA	\$202,845	Director	\$72,000	\$69,342	2023
Community Youth Athletic Center	CA	\$198,373	President/exec. Dir.	\$72,500	\$60,653	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Fresh Start Inc	CO	\$192,131	Executive Di	\$42,998	\$41,125	2023
Rebound Of Whatcom County	WA	\$191,583	Executive Director	\$76,830	\$68,611	2023
Stanly County Juvenile Restitution	NC	\$190,578	Executive Di	\$74,610	\$72,764	2025
Skillful Living Center Inc	TX	\$300,351	Chief Executive Office	\$85,000	\$82,377	2024
Changing The Health Of Adolescents Impacting The Nation Reaction Inc	CA	\$308,759	Ceo	\$19,600	\$17,573	2022
Johnston County Youth Services Inc	NC	\$320,372	Executive Di	\$56,656	\$56,716	2024
Alive Roberts County Inc	SD	\$322,713	Executive Director	\$303,418	\$324,427	2024
Public Safety Foundation	MN	\$323,739	Executive Director/director	\$31,500	\$30,155	2024
Gang Free Inc	NC	\$164,557	Executive Di	\$29,770	\$30,682	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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 30 organizations. Compensation range \$6,828–\$324,427; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$244,281); for reference, expenses \$344,555 and assets \$106,694. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Cole Williams, reported title " <i>Director</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	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	83 rd
Total compensation (D + F), as reported (no adjustments)	80 th
Reportable pay only (column D), adjusted	83 rd
All sources (D + E + F), adjusted	73 rd

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 (Cole Williams) 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 30 similarly situated organizations (Same NTEE sector (I21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$75,000 is reasonable (approximately the 83rd 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 9, 2026.