

Michelle Davis

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Michelle Davis, Executive Director / CEO** (\$25,421) against **every comparable organization** that fit the selection criteria — **18** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **39th** percentile of comparable organizations within the typical range

Benchmarked executive: Michelle Davis — reported title "CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (B20).

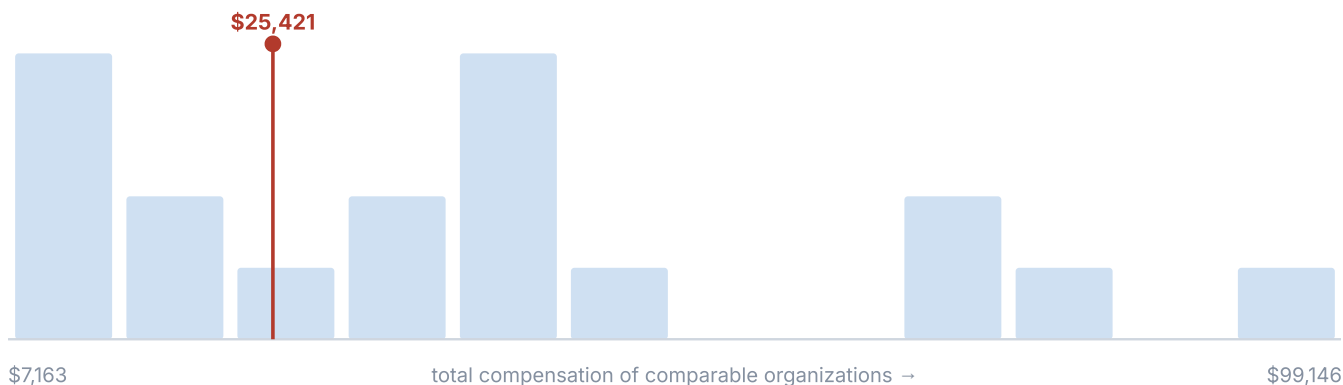
BUDGET Total revenue between \$214,400 and \$480,000 — 0.67x to 1.50x the subject's \$320,000 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (B20) + TX + budget 0.67–1.5x revenue.

18 organizations qualified on sector, size, and geography

→ **18** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,080	\$15,522	\$36,861	\$47,147	\$75,227	\$25,421
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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 TX 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
Nci Community Fund Inc	TX	\$329,491	President	\$16,924	\$16,924	2023
Saint Francis Montessori Christian	TX	\$301,529	Director	\$39,900	\$38,755	2024
Austin Japanese School Inc	TX	\$290,647	Administration	\$7,570	\$7,163	2025
Journey School Of Houston	TX	\$350,685	Clinical Director Vice Chair	\$44,155	\$42,888	2024
King's Academy	TX	\$360,086	Head Of School	\$99,146	\$99,146	2023
The Helping House	TX	\$370,185	Teacher/director	\$73,327	\$73,327	2023
Deep Waters Academy	TX	\$265,042	President	\$15,490	\$14,658	2025
Central Texas Education Center	TX	\$264,163	President	\$41,266	\$40,082	2024
Veritas Montessori Academy	TX	\$259,856	Director	\$15,500	\$15,055	2024
Dominion Equippers Inc	TX	\$386,263	Pres	\$8,500	\$8,256	2024
Highland Montessori School	TX	\$242,439	Executive Director And Property Owner	\$76,879	\$72,749	2025
Christian Cottage Prep	TX	\$239,363	Head Of School	\$42,600	\$41,378	2024
Potters Hand Christian School	TX	\$233,592	Administrator	\$9,433	\$9,433	2023
Destiny Christian Academy	TX	\$416,116	Principal	\$36,000	\$34,967	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Noggin Educational Foundation	TX	\$221,391	President	\$50,000	\$48,566	2024
Tyler Ind School District Foundation	TX	\$422,347	Executive Director	\$82,014	\$79,661	2024
Yucca Blossom Montessori	TX	\$448,028	President	\$31,154	\$31,154	2023
Banner Of Faith Ministries Inc	TX	\$453,467	President	\$24,000	\$23,311	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	18 organizations. Compensation range \$7,163–\$99,146; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$320,000); for reference, expenses \$58,049 and assets \$0. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Michelle Davis, reported title "CEO", 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.
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	39 th
Total compensation (D + F), as reported (no adjustments)	39 th
Reportable pay only (column D), adjusted	39 th
All sources (D + E + F), adjusted	33 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 (Michelle Davis) 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 18 similarly situated organizations (Same NTEE sector (B20) + TX + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$25,421 is reasonable (approximately the 39th 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.