

Penquis Mental Health Association

Executive Director / CEO

EIN 010323280
 ME · NTEE F30Z
 FY ending 2024-09-30
 June 9, 2026

This analysis benchmarks the total compensation of **Kara Hay, Executive Director / CEO** (\$34,929) against **every comparable organization** that fit the selection criteria — **71** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **30th** percentile of comparable organizations within the typical range

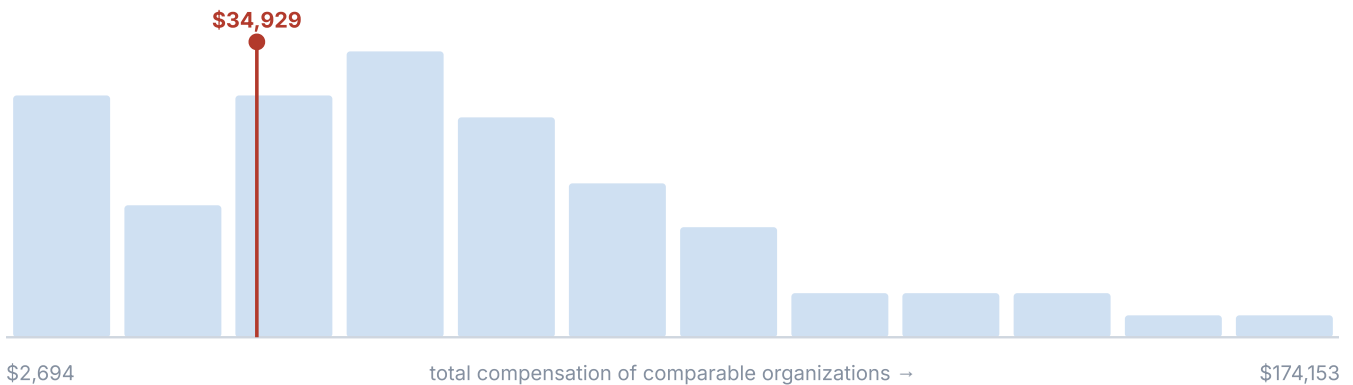
Benchmarked executive: Kara Hay — reported title “CHIEF EXECUTIVE OFFICER”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F30Z).
BUDGET	Total revenue between \$181,179 and \$405,625 — 0.67x to 1.50x the subject's \$270,417 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F30), nationwide + budget 0.67–1.5x revenue.

71 organizations qualified on sector, size, and geography → **71** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,241	\$31,917	\$51,726	\$77,754	\$102,961	\$34,929
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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 ME 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
Equiteam Support Services	PA	\$269,287	Executive Director	\$121,541	\$121,042	2024
Linden Lodge Foundation	NC	\$266,266	Executive Di	\$28,445	\$30,219	2023
Nami Of Richland County Ohio	OH	\$264,447	Executive Dir.	\$65,230	\$67,218	2025
Valley Community Counseling Clinic	CA	\$264,041	Pres And Exec D	\$31,459	\$27,128	2024
Gabby's Ladder Inc	MI	\$262,607	Executive Di	\$53,550	\$56,829	2023
Recovery-hub Inc	NJ	\$261,461	President & Ceo	\$90,000	\$82,618	2023
Tina Huseth Counseling	TX	\$260,979	President	\$47,100	\$47,052	2024
New Mexico Association For Infant Mental Health	NM	\$281,850	Executive Director	\$31,720	\$34,071	2024
Papillion Center Inc	KY	\$282,268	Executive Director	\$88,463	\$94,914	2024
Healing Arts Project Inc	TN	\$257,976	Executive Director	\$48,780	\$51,206	2024
The Mental And Emotional Resource Center	TN	\$283,071	Executive Dir	\$29,423	\$31,798	2023
Crossroads Inc	OK	\$257,621	Executive Dir.	\$65,000	\$71,478	2024
Fresh Start Clubhouse Inc	MI	\$283,567	Executive Di	\$66,908	\$68,968	2024
Pals For Healing	OH	\$256,948	Executive Di	\$38,500	\$40,723	2024
Champions For Children's Mental Health	DE	\$255,744	Executive Director	\$100,121	\$100,794	2023
International Bipolar Foundation	CA	\$285,976	Executive Dir.	\$157,386	\$139,730	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Reflect Organization	PA	\$290,245	Chief Executive Officer	\$43,186	\$44,280	2023
The Speedy Foundation Inc	ID	\$250,333	Executive Director	\$77,000	\$81,802	2024
Strong Partners In Health	OR	\$250,000	Managing Director	\$22,888	\$21,854	2023
Our Daily Gnome Creative Arts Center Of Chesapeake	VA	\$249,365	President	\$2,714	\$2,694	2023
Merakey Youth Services	PA	\$249,352	President/ceo	\$55,952	\$57,369	2023
Buehler Wellness Center Inc	IL	\$291,955	Ceo	\$45,079	\$44,259	2024
Crested Butte State Of Mind	CO	\$247,597	Executive Director	\$63,135	\$62,244	2023
Dreavita Counseling Coaching And Consulting Inc	DE	\$245,854	Founder	\$157,570	\$154,079	2024
Mental Health Programs Inc V	MA	\$240,219	President	\$12,032	\$10,519	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to ME 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 ME 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 71 organizations. Compensation range \$2,694–\$174,153; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$270,417); for reference, expenses \$438,474 and assets \$4,353,424. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Kara Hay, reported title " <i>CHIEF EXECUTIVE OFFICER</i> ", benchmarked as Executive Director / CEO. The title maps directly to this 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	2 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	30 th
Total compensation (D + F), as reported (no adjustments)	30 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	99 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 (Kara Hay) 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 71 similarly situated organizations (Same NTEE sector (F30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$34,929 is reasonable (approximately the 30th 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.