

Serving All Vessels Equally

Executive Director / CEO

EIN 050616689

CT · NTEE P20

FY ending 2024-12-31

June 13, 2026

This analysis benchmarks the total compensation of **Nicol Ayers, Executive Director / CEO** (\$78,499) against **every comparable organization** that fit the selection criteria — **1030** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **77th** percentile of comparable organizations within the typical range

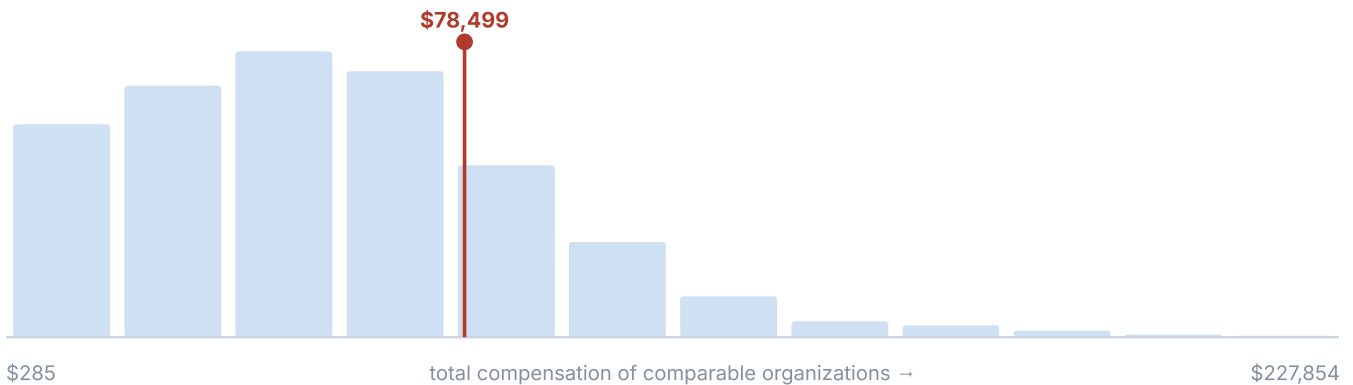
Benchmarked executive: Nicol Ayers — reported title “Program Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$190,859 and \$427,297 — 0.67x to 1.50x the subject's \$284,865 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20), nationwide + budget 0.67–1.5x revenue.

1,030 organizations qualified on sector, size, and geography → **1,030** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,194	\$28,721	\$52,739	\$77,147	\$100,329	\$78,499
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10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 77TH
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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 CT 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
Sustainable Liberia Inc	GA	\$284,919	Executive Director	\$33,734	\$36,176	2024
Naturally Occurring Cultural Districts Ny Inc	NY	\$284,922	Member	\$102,836	\$102,036	2023
Ajc Childrens Foundation Inc	FL	\$284,940	Ceo	\$24,000	\$24,757	2023
Shepherds Table A Sc Eleemos Corp	SC	\$285,014	Executive Director	\$7,731	\$8,602	2024
Horses Help Swi Inc	IA	\$285,029	Executive Director	\$77,865	\$90,930	2024
Urban League Of Long Island Inc	NY	\$285,045	President Ceo	\$99,353	\$102,622	2022
Rk Missions	MO	\$284,515	Director	\$27,700	\$31,291	2024
Citychurch Outreach Ministry Mckinney	TX	\$285,475	President	\$23,931	\$25,531	2024
Flagstaff Youth Riders Inc	AZ	\$284,253	Ex Dir Til Nov 2024	\$59,583	\$61,115	2024
West Valley Water Polo Foundation	CA	\$285,671	Vice President	\$51,000	\$48,356	2023
Rezilientskidz	CO	\$285,691	President	\$42,730	\$44,990	2023
Love In The Name Of Christ Inc Of The Newberg Area	OR	\$286,287	Executive Director	\$80,250	\$79,484	2024
Northshore Families Helping Families Inc	LA	\$286,290	Executive Director	\$28,542	\$34,510	2023
Lifebridge	CO	\$283,303	President	\$48,300	\$50,855	2023
Mission Mid-del Inc	OK	\$282,852	Executive Director	\$101,480	\$122,698	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Together We Can	NV	\$286,890	Chief Executive Officer	\$55,684	\$59,530	2024
Fostering Hope Inc	SC	\$282,706	Board Director	\$46,915	\$53,743	2023
New American Resources Center Inc	OH	\$282,630	Executive Director	\$26,737	\$31,095	2023
Leaps Of Love Inc	IL	\$287,106	President	\$19,541	\$21,094	2023
Cityheart Corporation	OH	\$287,198	Exec Directo	\$61,416	\$71,426	2023
Central Works	CA	\$282,412	Board Member, Company Co-director	\$54,210	\$49,925	2024
Village To Village	VA	\$287,606	Executive Di	\$37,991	\$39,123	2024
Voices Of The Forgotten Foundation Inc	CA	\$287,659	President	\$33,435	\$30,792	2024
San Francisco Students Back On Track	CA	\$287,822	Director	\$96,000	\$88,412	2024
Bread Of Life Ministries Of Minnesota	MN	\$287,826	President/treas	\$14,800	\$15,597	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CT 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 CT 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 **1030** organizations. Compensation range \$285–\$227,854; filing years 2020–2025.

SIZE BASIS Matched on total revenue (\$284,865); for reference, expenses \$265,791 and assets \$35,342.

ROLE MATCH	Nicol Ayers, reported title " <i>Program 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	38 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	77 th
Total compensation (D + F), as reported (no adjustments)	80 th
Reportable pay only (column D), adjusted	79 th
All sources (D + E + F), adjusted	74 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 (Nicol Ayers) 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 13, 2026, comparing compensation against 1030 similarly situated organizations (Same NTEE sector (P20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,499 is reasonable (approximately the 77th 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 13, 2026.