

Connections Ministry Inc

Executive Director / CEO

EIN 204778410
 LA · NTEE P99
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Clayton Hays, Executive Director / CEO** (\$78,997) against **every comparable organization** that fit the selection criteria — **190** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **84th** percentile of comparable organizations within the typical range

Benchmarked executive: Clayton Hays — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P99).
BUDGET	Total revenue between \$198,808 and \$445,093 — 0.67x to 1.50x the subject's \$296,729 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P99), nationwide + budget 0.67–1.5x revenue.

190 organizations qualified on sector, size, and geography → **190** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,488	\$28,482	\$53,927	\$71,256	\$91,148	\$78,997
----------	----------	----------	----------	----------	----------



● 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 LA 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
Newbirth Outreach Center	AL	\$297,290	Director	\$15,960	\$16,121	2023
Moco Pride Center Inc	MD	\$297,753	Ceo	\$80,000	\$67,923	2024
Destiny Of Hope	MO	\$295,413	Executive Dir.	\$20,833	\$20,039	2024
Gold Star Peak Inc	AK	\$300,450	President	\$80,000	\$71,511	2023
Elder Orphan Care	NC	\$292,680	Executive Director	\$59,208	\$57,200	2023
Greater Boston Real Estate Board	MA	\$291,834	Ceo	\$39,071	\$32,827	2023
Darke County Pregnancy Help Center	OH	\$301,642	Board Member	\$28,473	\$27,387	2024
Dry Dock Corporation	CA	\$290,465	Executive Director And Treasurer	\$59,700	\$48,199	2023
One Heart One Mind	UT	\$303,231	Assistant Director	\$22,720	\$21,741	2023
Children's Advocacy Centers	ND	\$303,604	Executive Di	\$109,105	\$108,736	2024
Femergy	OH	\$308,518	Director	\$43,542	\$41,882	2024
Senior Charity Care Foundation	UT	\$284,718	Executive Di	\$22,965	\$21,345	2024
Sisters Of Grace Inc	GA	\$308,824	President	\$61,250	\$55,929	2024
Soteni Inc	OH	\$283,526	Operations Manager	\$44,769	\$41,952	2025
Carleton-willard At Home Inc	MA	\$310,206	President & Ceo	\$60,724	\$49,556	2024
Neighbors Helping Neighbors Inc	KY	\$310,813	Nhn Director	\$54,573	\$54,819	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Girls Helping Girls Period	NJ	\$311,382	Executive Director	\$75,000	\$62,609	2023
Birth Companions Community Center	CA	\$281,781	Director	\$21,600	\$16,939	2024
The Ohio Legislative Black Caucus Foundation	OH	\$281,386	President And Ceo	\$94,700	\$91,089	2024
Evergreen Life Services Of Florida Inc	LA	\$312,332	President/ceo	\$21,418	\$21,418	2024
Moving Waters	TX	\$280,705	Exec Directo	\$42,969	\$39,035	2024
Pohaku Pelemaka	HI	\$280,366	Executive Di	\$84,728	\$68,890	2024
Nuestra Alianza De Willits	CA	\$277,613	Exec. Director	\$11,274	\$9,102	2023
Horsin' Around Camp Inc	KY	\$316,030	Executive Director	\$82,169	\$82,540	2023
Loveone	OR	\$276,616	Executive Director	\$21,287	\$18,483	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to LA 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 LA 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	190 organizations. Compensation range \$718–\$501,962; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$296,729); for reference, expenses \$276,855 and assets \$95,336.
ROLE MATCH	Clayton Hays, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 3 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	84 th
Total compensation (D + F), as reported (no adjustments)	75 th
Reportable pay only (column D), adjusted	85 th
All sources (D + E + F), adjusted	79 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 (Clayton Hays) 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 190 similarly situated organizations (Same NTEE sector (P99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,997 is reasonable (approximately the 84th 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.