

Rays House Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Ray Welch, Executive Director / CEO** (\$12,030) against **every comparable organization** that fit the selection criteria — **153** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **17th** percentile of comparable organizations below the typical range for comparable organizations

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

How comparable organizations were selected

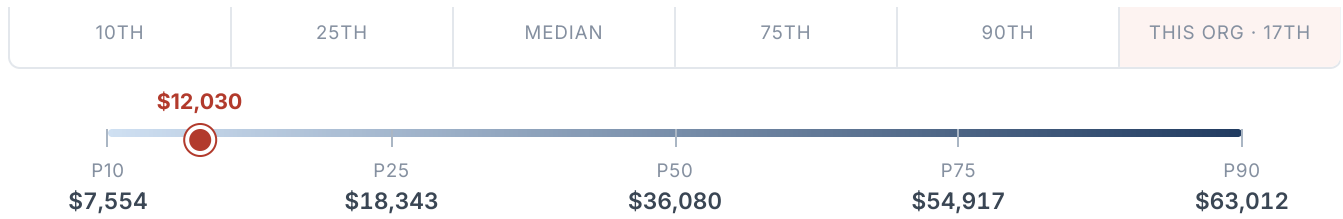
SECTOR	Organizations sharing the subject's NTEE classification (F22).
BUDGET	Total revenue between \$69,043 and \$154,575 — 0.67x to 1.50x the subject's \$103,050 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (F), nationwide + budget 0.67–1.5x revenue.

153 organizations qualified on sector, size, and geography → **153** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,554	\$18,343	\$36,080	\$54,917	\$63,012	\$12,030
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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 OK 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
Project Share Vi Inc	NY	\$103,215	Executive Director	\$70,564	\$59,617	2023
Star Community Support Services	PA	\$102,740	Ceo	\$45,501	\$41,208	2024
The Foundation For Excellence In	OR	\$103,363	Chief Administrative Offic	\$110,924	\$93,549	2024
Ocl Properties Vii Inc	NY	\$104,552	Chief Financial Officer	\$73,290	\$60,144	2024
Aspire To Be Great	OH	\$104,983	Exective Director	\$20,809	\$20,016	2024
Csms Physicians' Health & Education Fund	CT	\$105,167	Executive Director	\$10,970	\$9,617	2023
Speakup About Drugs	AR	\$105,249	Executive Director	\$44,804	\$45,736	2024
Lakeview Place Inc	FL	\$100,580	Board Chair	\$11,777	\$10,344	2023
Spf-iroch	IL	\$99,742	President/ceo	\$30,975	\$28,472	2023
Home Care Foundation Of New Jersey Inc	NJ	\$106,518	President And Ceo	\$20,826	\$16,886	2024
Watertower West Inc	IN	\$99,521	Ex-officio & Regional Ceo	\$63,183	\$62,297	2023
Childrens Bereavement Center Of South	TX	\$99,465	Staff Liaison	\$130,989	\$118,995	2024
Ocl Properties Iii West Inc	NY	\$98,287	Chief Financial Officer	\$73,290	\$60,144	2024
Cla Homes I Corp	VA	\$98,070	Executive Director	\$3,855	\$3,293	2025
Solide Inc	TX	\$98,030	Ex Director	\$16,200	\$14,717	2024
Counseling At The Peak	CO	\$108,117	Director	\$17,185	\$14,965	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Sanctuary Foundation	ND	\$97,562	Vice President	\$24,700	\$24,616	2024
Family And Children's Center Inc	IN	\$108,817	Dir Of Bus -	\$36,085	\$34,559	2024
Aish Seminars Inc	MD	\$97,209	President	\$56,000	\$47,546	2024
Bell Tower Inc	IN	\$109,853	Ex-officio & Regional Ceo	\$63,183	\$62,297	2023
Richardville Apartments li Inc	IN	\$96,141	President	\$44,374	\$42,497	2024
Samaritan Counseling Center	NY	\$110,406	Executive Di	\$48,651	\$39,925	2024
Valley Of The Sun School Properties Six	AZ	\$95,649	Board Member	\$19,940	\$17,930	2023
A Right Heart Ministries Inc	NY	\$95,429	Director	\$65,000	\$54,917	2023
Bunker Residential Home	MO	\$111,118	Manager	\$23,914	\$23,002	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OK 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 OK 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 153 organizations. Compensation range \$247–\$267,493; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$103,050); for reference, expenses \$331,125 and assets \$1,475,926. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Ray Welch, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 51 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	17 th
Total compensation (D + F), as reported (no adjustments)	16 th
Reportable pay only (column D), adjusted	42 nd
All sources (D + E + F), adjusted	8 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 (Ray Welch) 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 153 similarly situated organizations (Same NTEE major group (F), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,030 is reasonable (approximately the 17th 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.