

The Connection Inc

Executive Director / CEO

EIN **384040809**

MD · NTEE W99

FY ending 2024-12-31

June 13, 2026

This analysis benchmarks the total compensation of **Pamela Willey, Executive Director / CEO** (\$62,500) against **every comparable organization** that fit the selection criteria — **70** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 51st percentile of comparable organizations

within the typical range

Benchmarked executive: Pamela Willey — 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 (W99).

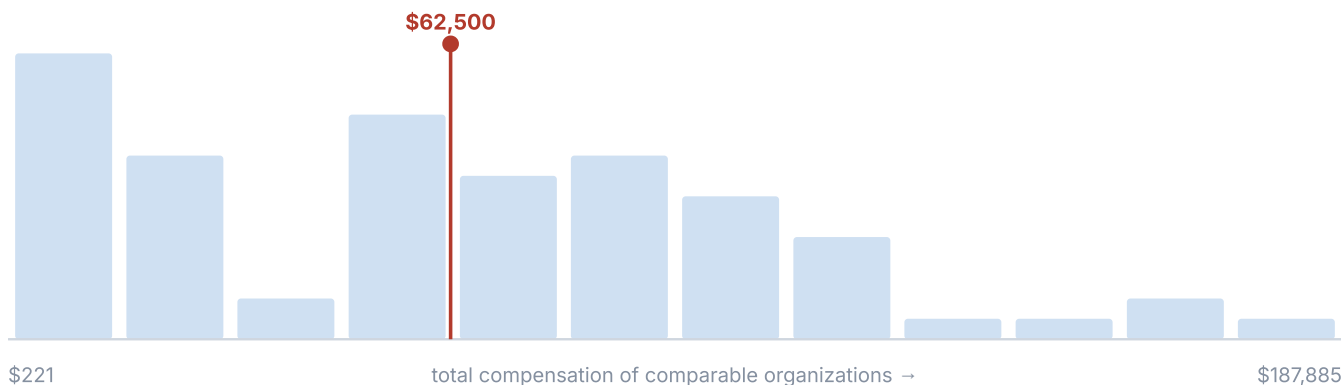
BUDGET Total revenue between \$205,923 and \$461,023 — 0.67x to 1.50x the subject's \$307,349 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (W99), nationwide + budget 0.67–1.5x revenue.

70 organizations qualified on sector, size, and geography

→ **70** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,517

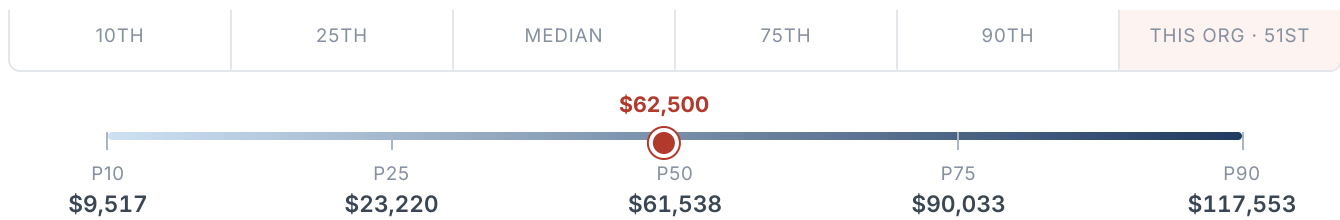
\$23,220

\$61,538

\$90,033

\$117,553

\$62,500



■ 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 MD 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
Passion And Purpose Ministries	CA	\$307,187	Director	\$63,545	\$58,692	2024
Listen First Project Inc	NC	\$308,628	President And Exec Directo	\$170,000	\$187,885	2024
Privacy Rights Clearinghouse	CA	\$304,404	Executive Director	\$114,841	\$106,070	2024
Family Guide	WA	\$311,614	President	\$24,800	\$23,750	2024
Achieving Dreams	TX	\$302,069	Executive Director	\$46,137	\$49,365	2024
Sleepawake Inc	CA	\$313,572	Executive Director	\$34,277	\$31,659	2024
Boca Raton Acquatics Inc	FL	\$300,613	President	\$116,991	\$121,029	2023
Ladder To The Moon Network	ME	\$314,514	President	\$10,802	\$11,911	2023
International Peace Group	OR	\$300,112	President	\$8,000	\$7,947	2024
Community Partners Campus Inc	WI	\$291,585	Executive Di	\$76,673	\$85,650	2024
Cornerstone Collaboration For Societal	AZ	\$291,068	Vp/secretary	\$94,000	\$96,696	2024
Buried Asset Management Institute-international	AL	\$324,510	Executive Director	\$20,496	\$24,383	2023
The Peavey Project	VA	\$325,088	Officer	\$105,000	\$108,441	2024
Ground Work Play Therapy Inc	OH	\$328,423	Executive Di	\$45,980	\$52,091	2024
Pathos Labs	CO	\$330,476	Executive Director	\$60,667	\$62,223	2024
Transportation Riders United Inc	MI	\$331,276	Executive Di	\$71,269	\$78,683	2024
Fix The Court	NY	\$282,896	Executive Director	\$175,441	\$165,201	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
San Luis Obispo County Bicycle	CA	\$280,309	Executive Di	\$68,350	\$64,994	2023
Bike Library Inc	IA	\$336,285	Executive Director	\$57,380	\$69,187	2023
American Immigration Control Foundation	VA	\$276,933	President	\$5,250	\$5,422	2024
Natura International Inc	DC	\$274,650	President	\$9,824	\$9,221	2024
Mindful Living Revolution	CA	\$266,848	President	\$133,693	\$123,482	2024
Alltrust Payee Corporation Inc	FL	\$266,537	President	\$25,490	\$25,613	2024
Revive Community Health Center	MI	\$352,240	Ceo	\$77,787	\$85,879	2024
The Davis Phoenix Coalition	CA	\$354,895	Executive Director	\$20,192	\$18,650	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD 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 MD 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	70 organizations. Compensation range \$221–\$187,885; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$307,349); for reference, expenses \$314,371 and assets \$229,712.
ROLE MATCH	Pamela Willey, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	51 st
Total compensation (D + F), as reported (no adjustments)	51 st
Reportable pay only (column D), adjusted	51 st
All sources (D + E + F), adjusted	49 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 (Pamela Willey) 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 70 similarly situated organizations (Same NTEE sector (W99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$62,500 is reasonable (approximately the 51st 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.