

Youth Connection

Executive Director / CEO

EIN 742487214

TX · NTEE P35Z

FY ending 2025-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Carolyn Nichols, Executive Director / CEO** (\$48,750) against **every comparable organization** that fit the selection criteria — **505** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **78th** percentile of comparable organizations within the typical range

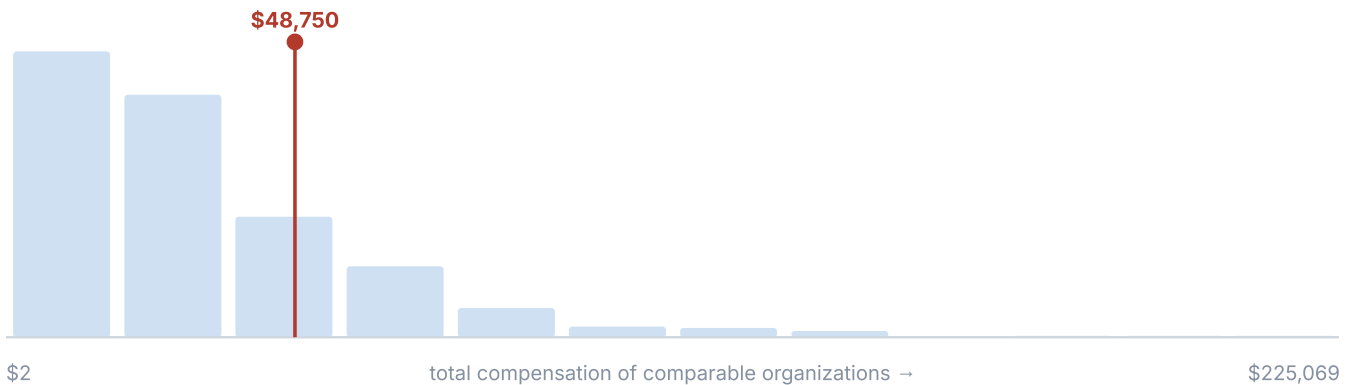
Benchmarked executive: Carolyn Nichols — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P35Z).
BUDGET	Total revenue between \$53,420 and \$119,598 — 0.67x to 1.50x the subject's \$79,732 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (P), nationwide + budget 0.67–1.5x revenue.

505 organizations qualified on sector, size, and geography → **505** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,179	\$13,540	\$25,700	\$43,830	\$67,966	\$48,750
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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 TX 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
Crease-dyre Housing Development	PA	\$79,743	Director Of Construction	\$13,787	\$14,525	2023
Hope Rising Arizona	AZ	\$79,812	Director	\$100,557	\$102,167	2023
Recovery Cafe Columbus	IN	\$79,639	Executive Director	\$12,003	\$13,372	2023
Edview Corporation	MA	\$79,456	President & Ceo	\$14,178	\$13,460	2023
Ambassadors Of Fathers House	NJ	\$80,101	Vice President	\$13,846	\$12,685	2024
Doylestown Business And Community Alliance	PA	\$80,143	Office Manager	\$20,916	\$21,403	2024
Blind Travel Foundation Inc	NY	\$79,236	President	\$24,350	\$22,578	2024
Waymakers Center	TN	\$80,299	President And Treasurer	\$22,500	\$24,985	2023
Jf&cs Foundation Inc	GA	\$79,093	Cao	\$14,940	\$15,870	2023
Webster Street Ii Inc	MA	\$79,081	President And Ceo	\$63,709	\$60,481	2023
Cover The Homeless Ministry	CA	\$79,061	President & Ceo	\$9,000	\$8,210	2023
Christian Counseling Services	CA	\$80,450	Administrative Director	\$31,600	\$28,000	2024
Rebecca Residence Foundation	PA	\$80,480	Board Member	\$13,195	\$13,901	2023
Friendship House Corporation	FL	\$80,533	Director	\$31,745	\$31,505	2023
The Pelzman Foundation For Healthcare	NY	\$80,583	President	\$60,000	\$55,635	2024
Shelter Resources Inc	LA	\$80,584	Exective Director	\$98,572	\$111,378	2024
Iglesia Camino Verdad Y Vida	NY	\$78,852	President	\$9,353	\$8,672	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Creative Housing Inc Iv	OH	\$78,822	President	\$9,011	\$9,793	2024
Friends Of Hospice	WA	\$80,672	Executive Di	\$21,210	\$19,486	2024
Connect Parent Group Network	DE	\$78,777	Executive Director	\$75,500	\$78,100	2023
Adoption Makes Family Inc	MD	\$80,748	Executive Director	\$146,000	\$140,064	2024
Elizabeth Warner Marvin Community House Inc	NY	\$80,894	Co-treasurer	\$4,595	\$4,261	2024
Latinos For Leadership Excellence	CA	\$81,059	Founder & Board Chair	\$99,013	\$90,324	2023
Mulberry Place Inc	AR	\$78,254	Executive Director	\$21,642	\$25,700	2023
Family Connection & Cis Of Wash	GA	\$81,253	Executive Director	\$50,500	\$52,104	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX cost of living and 2025 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 TX 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	505 organizations. Compensation range \$2–\$225,069; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$79,732); for reference, expenses \$66,856 and assets \$166,572.
ROLE MATCH	Carolyn Nichols, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	173 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	24 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	78 th
Total compensation (D + F), as reported (no adjustments)	79 th
Reportable pay only (column D), adjusted	85 th
All sources (D + E + F), adjusted	51 st

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 (Carolyn Nichols) 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 505 similarly situated organizations (Same NTEE major group (P), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$48,750 is reasonable (approximately the 78th 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.