

The Advance Initiative

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Ajay Thomas, Executive Director / CEO** (\$19,062) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 0th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Ajay Thomas — 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 (X19).

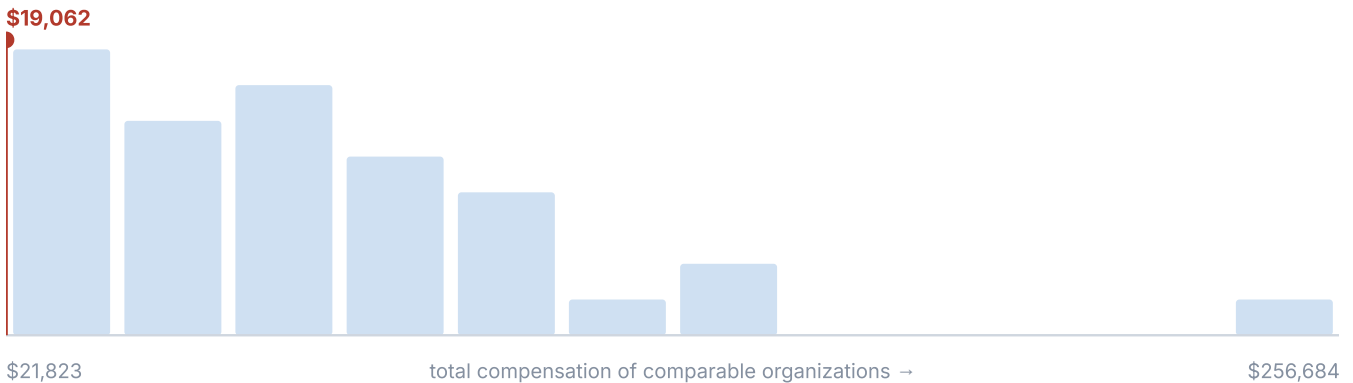
BUDGET Total revenue between \$309,957 and \$693,934 — 0.67x to 1.50x the subject's \$462,623 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (X19), nationwide + budget 0.67–1.5x revenue.

34 organizations qualified on sector, size, and geography

→ **34** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$21,823

total compensation of comparable organizations →

\$256,684

\$25,568

\$51,719

\$63,518

\$96,466

\$131,848

\$19,062



■ 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 PA 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
Love In The Name Of Christ Of	OR	\$465,098	Executive Di	\$55,056	\$51,270	2024
Responder Life	OR	\$465,889	Former Presi	\$84,742	\$81,245	2023
Family Affair Ministries Inc	TN	\$454,451	Ceo	\$60,480	\$63,749	2024
Glocal Mission	TX	\$453,760	President	\$117,219	\$117,581	2024
Lead With Your Life Inc	CA	\$437,847	President	\$177,666	\$153,840	2024
Mission Four18 Inc	TN	\$496,501	Executive Director	\$62,875	\$66,274	2024
El Puente-hispanic Ministry	MO	\$423,167	Executive Di	\$59,033	\$62,698	2024
Field Life	TX	\$416,700	Executive Director	\$93,843	\$94,133	2024
Every Man Ministries Inc	CA	\$513,088	President	\$120,000	\$106,976	2023
Chaplains In Schools Inc	WI	\$410,312	Executive Director	\$80,216	\$97,243	2021
Rugged Cross Ranch Ministries	OR	\$533,189	President	\$30,000	\$28,762	2023
Village To Village Ministries Intern	PA	\$391,019	Admin	\$63,150	\$61,522	2025
Middle East Reformed Fellowship	MI	\$538,572	Ex Officio Mem	\$58,368	\$60,413	2024
Impact Ministries Of Myrtle Beach	SC	\$369,915	Executive Director	\$65,000	\$67,999	2024
Fdm World Inc	TX	\$562,850	President	\$60,500	\$60,687	2024
Great Hunt For God Inc	OR	\$362,328	President/director	\$61,100	\$56,898	2024
Chatham Transitional Ministries Inc	GA	\$357,223	Ministry Coordinator	\$52,630	\$53,065	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
House Of The Redeemer	NY	\$568,594	Executive Dir.	\$117,170	\$106,172	2024
His Vessel Ministries	AL	\$355,318	President	\$83,962	\$90,959	2024
College & Career Ministries Inc	CA	\$353,936	Exec Director	\$24,480	\$21,823	2023
Living Waters Christian Canoe Camp	KS	\$344,938	Chair	\$21,900	\$23,725	2024
Appointment Congo	NC	\$339,641	President	\$62,175	\$64,421	2024
Connect The World	PA	\$336,428	Minister	\$249,320	\$256,684	2023
Khalsa Family Farms	NM	\$331,370	Director	\$51,550	\$55,599	2024
Nefesh International Inc	NY	\$596,273	Executive Director	\$165,000	\$149,512	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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	34 organizations. Compensation range \$21,823–\$256,684; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$462,623); for reference, expenses \$388,990 and assets \$303,473.
ROLE MATCH	Ajay Thomas, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	0 th
Total compensation (D + F), as reported (no adjustments)	0 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	0 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 (Ajay Thomas) 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 34 similarly situated organizations (Same NTEE sector (X19), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,062 is reasonable (approximately the 0th 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.