

Western States Communication Association

Executive Director / CEO

EIN 870541498
 MT · NTEE A33Z
 FY ending 2023-06-30
 June 9, 2026

This analysis benchmarks the total compensation of **Sara Hayden, Executive Director / CEO** (\$12,500) against **every comparable organization** that fit the selection criteria — **36** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **14th** percentile of comparable organizations below the typical range for comparable organizations

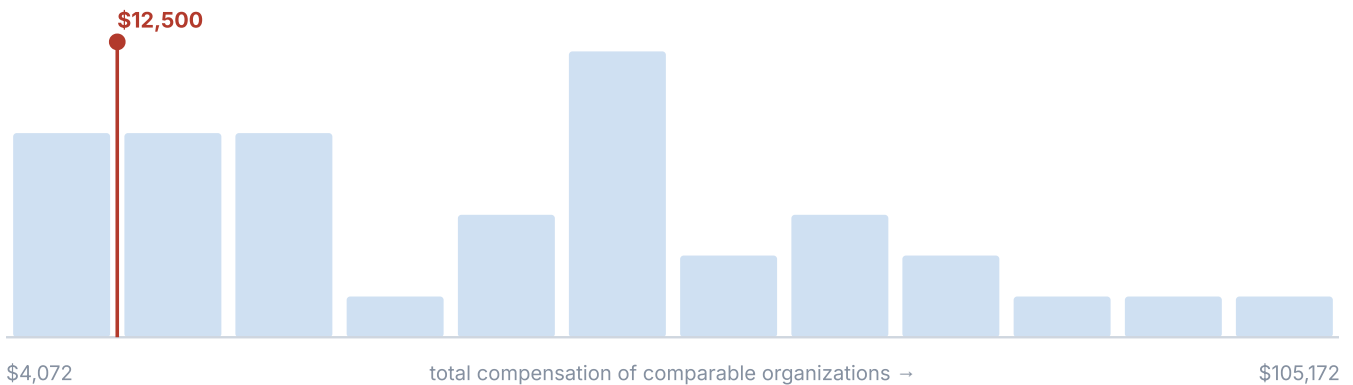
Benchmarked executive: Sara Hayden — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A33Z).
BUDGET	Total revenue between \$125,528 and \$281,034 — 0.67x to 1.50x the subject's \$187,356 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A33), nationwide + budget 0.67–1.5x revenue.

36 organizations qualified on sector, size, and geography → **36** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,570	\$18,245	\$43,094	\$55,045	\$73,472	\$12,500
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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 MT 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
Media Ecosystems Analysis	MA	\$184,241	President &	\$126,160	\$105,172	2023
Latin American Perspectives Inc	CA	\$190,599	Vice President	\$19,875	\$15,465	2024
India Childrens Press	CA	\$183,719	Ceo	\$55,000	\$44,059	2023
Lantern Publishing & Media	NY	\$181,699	President	\$50,000	\$40,712	2024
The Codex Foundation	CA	\$180,771	Executive Di	\$85,500	\$66,526	2024
Catamaran Literary Reader	CA	\$178,599	Executive Director	\$91,952	\$71,546	2024
Dialogue Foundation	UT	\$176,457	Trustee	\$27,500	\$25,361	2024
Fellowship For Intentional Community Inc	MO	\$200,800	Manager	\$19,462	\$18,575	2024
The Denver Homeless Voice	CO	\$201,906	Executive Director	\$56,375	\$50,148	2023
Border Belt Reporting Inc	NC	\$172,493	President	\$25,000	\$23,277	2024
Targum Publishing Company	NJ	\$209,199	Editor In Chief - Member	\$10,226	\$8,227	2024
Student Media Corporation	KS	\$163,991	General Manager	\$46,370	\$46,473	2023
Superstars Writing	CO	\$212,953	Member	\$24,570	\$21,856	2023
Inlandia Institute Inc	CA	\$213,419	Executive Director	\$64,220	\$49,969	2024
Sustainability Institute Inc	VT	\$216,115	Co-director	\$87,245	\$81,465	2023
Dzanc Books Inc	MI	\$217,668	Editor-in-chief	\$50,000	\$47,877	2023
Self Knowledge Symposium Foundation	NC	\$148,687	Accountant	\$18,000	\$17,254	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
School Science And Mathematics Association	OK	\$148,325	Executive Director	\$12,000	\$11,907	2024
Latinx Kidlit Book Festival Inc	NY	\$146,948	Treasurer	\$5,000	\$4,072	2024
The Observer	IN	\$227,989	Editor-in-chief	\$5,396	\$5,279	2023
The Land Cle	OH	\$234,577	Executive Director	\$79,000	\$75,397	2024
Evangelical Press Association Inc	AZ	\$235,359	Executive Director	\$83,936	\$70,863	2025
Medical Physics Publishing Corporation	WI	\$138,456	General Manager	\$57,105	\$53,739	2024
Republic Of Letters	WA	\$236,809	President, Publisher, Editor	\$67,750	\$54,657	2024
Rain Taxi Inc	MN	\$238,044	Executive Director	\$45,958	\$42,128	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MT cost of living and 2023 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 MT 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 36 organizations. Compensation range \$4,072–\$105,172; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$187,356); for reference, expenses \$182,952 and assets \$839,627.

ROLE MATCH Sara Hayden, reported title "*EXECUTIVE DIRECTOR*", benchmarked as Executive Director / CEO. The title maps directly to this role.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	14 th
Total compensation (D + F), as reported (no adjustments)	11 th
Reportable pay only (column D), adjusted	14 th
All sources (D + E + F), adjusted	14 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 (Sara Hayden) 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 36 similarly situated organizations (Same NTEE sector (A33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,500 is reasonable (approximately the 14th 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.