

# Pregnancy Support Center

Executive Director / CEO

This analysis benchmarks the total compensation of **Deborah Marshall, Executive Director / CEO** (\$42,998) against **every comparable organization** that fit the selection criteria — **166** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43<sup>rd</sup>** percentile of comparable organizations within the typical range

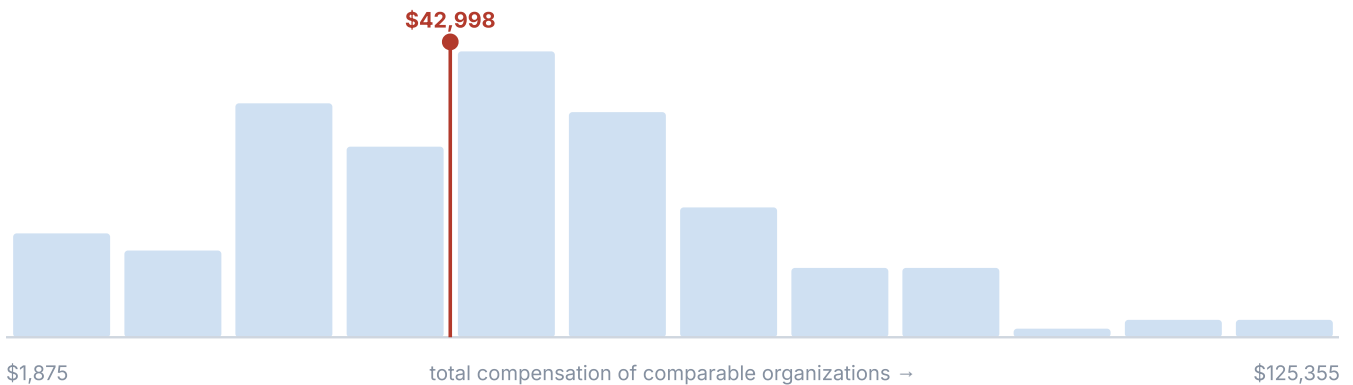
**Benchmarked executive:** Deborah Marshall — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

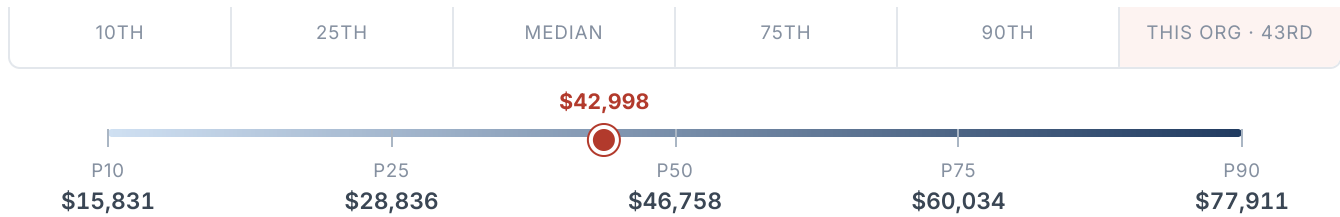
SECTOR	Organizations sharing the subject's NTEE classification (P40).
BUDGET	Total revenue between \$177,282 and \$396,901 — 0.67x to 1.50x the subject's \$264,601 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P40), nationwide + budget 0.67–1.5x revenue.

**166** organizations qualified on sector, size, and geography → **166** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$15,831	\$28,836	\$46,758	\$60,034	\$77,911	\$42,998
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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 NC 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
<a href="#">Two Lives Changed</a>	TX	\$264,522	Executive Director	\$14,184	<b>\$13,338</b>	2024
<a href="#">Sunrise Community Outreach Center Inc</a>	CA	\$262,498	Executive Director	\$57,647	<b>\$46,793</b>	2024
<a href="#">Hope Restored Pregnancy Resource Center</a>	LA	\$266,883	Executive Director	\$47,100	<b>\$48,754</b>	2024
<a href="#">Woodbury Life Resource Center</a>	MN	\$261,363	Executive Director	\$54,398	<b>\$52,021</b>	2023
<a href="#">Nicholtown Child And Family Collaborative</a>	SC	\$260,743	Executive Director	\$61,023	<b>\$59,844</b>	2024
<a href="#">Motherwoman Inc</a>	MA	\$268,498	Vice President	\$19,461	<b>\$16,440</b>	2024
<a href="#">Salaam Cultural Center</a>	MN	\$260,692	Executive Director	\$47,000	<b>\$43,657</b>	2024
<a href="#">Special Needs Solutions</a>	AZ	\$269,607	Executive Director And President	\$52,334	<b>\$47,313</b>	2024
<a href="#">Resource &amp; Connect With Benita</a>	IL	\$270,391	President	\$77,637	<b>\$71,750</b>	2024
<a href="#">Taking Back Our Lives</a>	IL	\$271,545	Executive Director	\$88,864	<b>\$80,009</b>	2025
<a href="#">Watertown Family Connections Inc</a>	WI	\$271,948	Executive Director	\$73,670	<b>\$72,325</b>	2024
<a href="#">Fathers Making Progress Inc</a>	WI	\$256,774	President/founder	\$57,500	<b>\$58,118</b>	2023
<a href="#">Love Moves Us Inc</a>	IL	\$256,754	President Ceo	\$78,726	<b>\$72,756</b>	2024
<a href="#">National Parents Organization Inc</a>	MA	\$256,249	Director Of Operations	\$101,676	<b>\$85,889</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">December 5th Fund</a>	MO	\$255,064	President And Executive Director	\$64,423	<b>\$66,037</b>	2023
<a href="#">Compassion Delivered Inc</a>	OH	\$274,616	Co-founder	\$23,760	<b>\$24,355</b>	2023
<a href="#">Chalfonte Foundation</a>	MI	\$254,444	Ceo/president	\$24,000	<b>\$23,286</b>	2024
<a href="#">Hope Spring Community</a>	TX	\$274,799	Executive Di	\$7,000	<b>\$6,582</b>	2024
<a href="#">Quakerdale</a>	IA	\$254,183	Executive Director	\$42,009	<b>\$43,239</b>	2024
<a href="#">Waynewinfield Area Youthfamily Service</a>	IL	\$275,785	Executive Director	\$81,923	<b>\$73,760</b>	2025
<a href="#">Hastings Total Lifecare Center Inc</a>	MN	\$276,165	Executive Di	\$63,839	<b>\$59,297</b>	2024
<a href="#">Families Of Character</a>	CO	\$253,012	Ceo	\$98,280	<b>\$88,588</b>	2024
<a href="#">Maryland Diaper Bank</a>	MD	\$252,747	Executive Director	\$6,750	<b>\$6,107</b>	2023
<a href="#">Sisters Haven</a>	OH	\$276,514	Executive Director-management	\$15,675	<b>\$16,068</b>	2023
<a href="#">Texas Grandparents Raising Grandchildren Inc</a>	TX	\$276,570	Executive Director	\$38,000	<b>\$35,733</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NC 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 NC 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 166 organizations. Compensation range \$1,875–\$125,355; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$264,601); for reference, expenses \$138,912 and assets \$238,101. **Revenue and expenses diverge this year — revenue may misrepresent operating size;**

**weigh the expense-based view.**

ROLE MATCH	Deborah Marshall, reported title " <i>Executive Dir.</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	4 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	43 <sup>rd</sup>
Total compensation (D + F), as reported (no adjustments)	41 <sup>st</sup>
Reportable pay only (column D), adjusted	46 <sup>th</sup>
All sources (D + E + F), adjusted	42 <sup>nd</sup>

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 (Deborah Marshall) 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 166 similarly situated organizations (Same NTEE sector (P40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$42,998 is reasonable (approximately the 43<sup>rd</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.