

Living Bread Ministries

Executive Director / CEO

EIN 200912585

VA · NTEE X21

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Gary P Hubbard II, Executive Director / CEO** (\$32,620) against **every comparable organization** that fit the selection criteria — **215** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

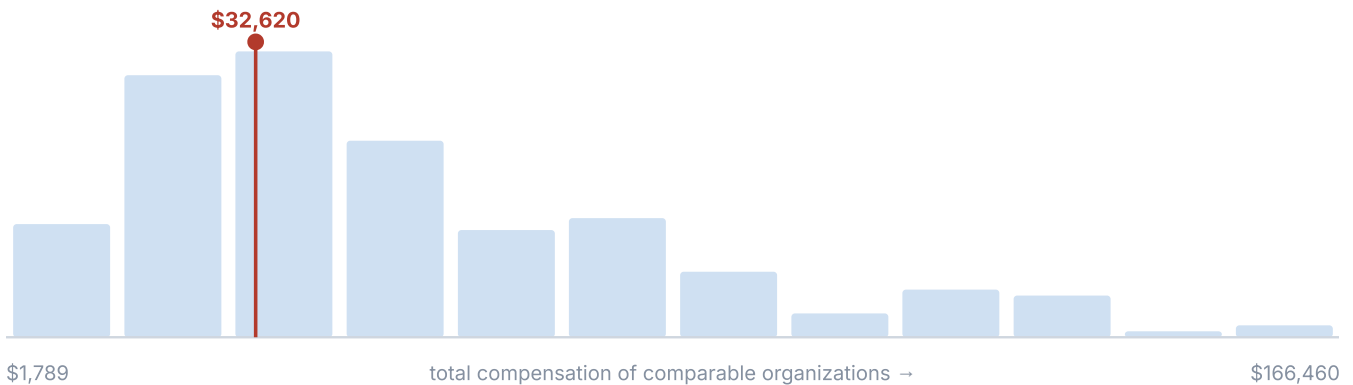
Benchmarked executive: Gary P Hubbard II — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (X21).
BUDGET	Total revenue between \$112,719 and \$252,357 — 0.67x to 1.50x the subject's \$168,238 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (X21), nationwide + budget 0.67–1.5x revenue.

215 organizations qualified on sector, size, and geography → **215** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$16,390	\$25,792	\$40,740	\$70,197	\$97,440	\$32,620
----------	----------	----------	----------	----------	----------



■ 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 VA 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
Libertad En Cristo Ministries Inc	KS	\$168,253	President-trustee	\$37,100	\$41,511	2024
Core Fellowship Foundation	CO	\$167,726	President & Ceo	\$91,600	\$93,655	2023
Shekinah Glory Ministries Inc	OK	\$167,396	President	\$35,684	\$40,695	2024
Iglesia De Dios En Freeport Inc	NY	\$166,191	President	\$24,596	\$23,019	2024
The Schermerhorn Foundation	NY	\$170,789	President	\$9,500	\$9,154	2023
One King Inc	MO	\$170,845	President & Director	\$113,214	\$124,190	2024
China Services Ventures	MN	\$171,022	Executive Director	\$52,000	\$53,215	2024
America's Family Coaches Inc	IA	\$165,341	President, Ceo	\$60,000	\$70,050	2023
Sierra Vista Bethel Church	AZ	\$172,154	Pastor	\$78,907	\$78,595	2024
Chinese Outreach	CA	\$163,643	Program Producer	\$32,246	\$28,838	2024
Uk Usa Ministries	TX	\$163,586	Director	\$21,000	\$21,756	2024
Soul Purpose Ministries	MN	\$173,385	Director	\$30,000	\$30,701	2024
Frontline Ministries Inc	SC	\$162,941	President	\$42,000	\$46,721	2023
Onesimus Ministry	CA	\$162,845	Rev. & President	\$43,680	\$40,217	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Living Word Outdoor Drama Inc	OH	\$162,084	Executive Di	\$35,360	\$39,933	2023
Tom Farrell Evangelistic Ministries Inc	NC	\$161,436	Exec Dir	\$18,000	\$19,262	2024
Whetstone Ministries Ron Fuhrman	AR	\$175,318	Director	\$20,800	\$24,215	2024
International Ethiopian Evangelical Church Germantown	MD	\$160,973	Pastor	\$24,058	\$23,983	2023
Abundance Of Life Temple Ministries	LA	\$175,559	Secretary/treasurer	\$18,550	\$21,155	2024
Kingdom Life Ministries International	CO	\$175,984	President	\$105,122	\$104,396	2024
La Prayer Mountain	CA	\$177,081	Secretary	\$9,000	\$8,049	2024
Milwaukee Inncity Congregations	WI	\$177,134	Executive Director/lead Or	\$63,168	\$70,343	2023
Freedom Fellowship Inc	WI	\$177,390	Pres/director/pastor/secretary	\$51,000	\$56,792	2023
Young's Chapel Missionary Baptist	GA	\$177,843	Pastor	\$26,121	\$27,201	2024
Greenwood Ministries Association	MI	\$177,975	Camp Director	\$29,000	\$31,917	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	215 organizations. Compensation range \$1,789–\$166,460; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$168,238); for reference, expenses \$158,483 and assets \$295,583.
ROLE MATCH	Gary P Hubbard II, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	4 peers 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	35 th
Total compensation (D + F), as reported (no adjustments)	36 th
Reportable pay only (column D), adjusted	34 th
All sources (D + E + F), adjusted	34 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 (Gary P Hubbard II) 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 215 similarly situated organizations (Same NTEE sector (X21), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$32,620 is reasonable (approximately the 35th 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.