

# Hickory Nut Gorge Outreach Inc

Executive Director / CEO

EIN 201240771

NC · NTEE P60

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Karen King, Executive Director / CEO** (\$37,500) against **every comparable organization** that fit the selection criteria — **83** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **46<sup>th</sup>** percentile of comparable organizations within the typical range

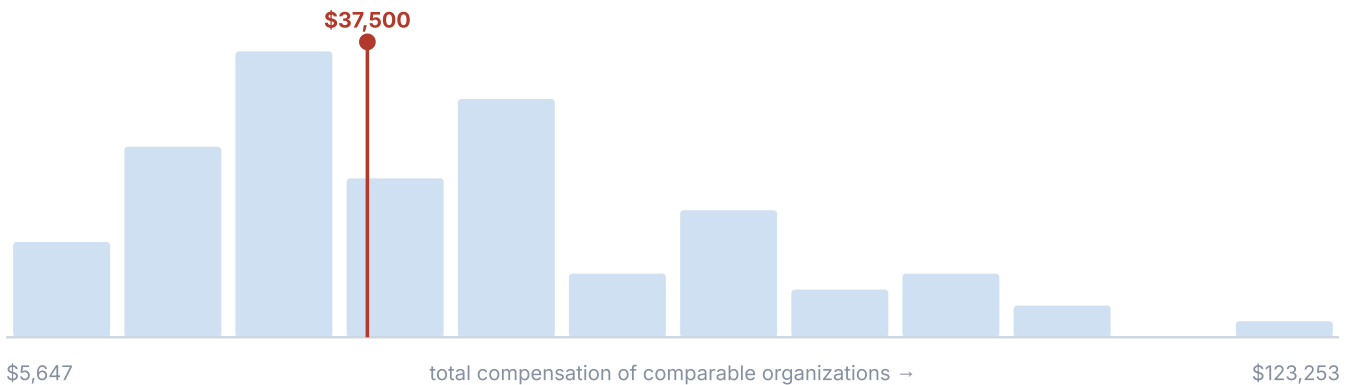
**Benchmarked executive:** Karen King — reported title "OFFICE MANAGER", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P60).
BUDGET	Total revenue between \$161,621 and \$361,839 — 0.67x to 1.50x the subject's \$241,226 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P60), nationwide + budget 0.67–1.5x revenue.

**83** organizations qualified on sector, size, and geography → **83** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,870	\$26,869	\$42,744	\$57,881	\$80,849	\$37,500
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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 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="#">New Jersey Voluntary Organizations</a>	NJ	\$240,842	Executive Director	\$97,753	<b>\$82,044</b>	2024
<a href="#">Wright County Crisis Center</a>	MO	\$239,794	Manager	\$31,329	<b>\$32,114</b>	2023
<a href="#">Hidalgo Sin Fronteras</a>	AZ	\$238,167	Director	\$16,920	<b>\$15,297</b>	2024
<a href="#">Circle City Relief Inc</a>	IN	\$237,888	Exec. Director	\$50,000	<b>\$49,567</b>	2024
<a href="#">Partners In Outreach</a>	PA	\$244,646	Executive Di	\$17,980	<b>\$16,855</b>	2024
<a href="#">Paulys Project</a>	CA	\$236,942	President	\$66,425	<b>\$53,919</b>	2024
<a href="#">Good Neighbors Inc</a>	KY	\$247,075	Exec Director	\$32,583	<b>\$32,907</b>	2024
<a href="#">Love Inc Of Douglas Co Lakes Area</a>	MN	\$234,241	Executive Di	\$63,159	<b>\$60,399</b>	2023
<a href="#">Project Hope</a>	MT	\$248,418	Executive Director	\$15,720	<b>\$16,400</b>	2023
<a href="#">First Step Back Home Inc</a>	MO	\$232,222	President	\$42,000	<b>\$43,052</b>	2023
<a href="#">Provisions Food Pantry And Thrift Store</a>	NH	\$229,954	Executive Director End 10/2024	\$17,798	<b>\$15,448</b>	2024
<a href="#">Gulf Coast Community Ministries Inc</a>	MS	\$229,480	Executive Director	\$27,978	<b>\$30,157</b>	2023
<a href="#">Good Neighbors Of Blount County</a>	TN	\$253,975	Executive Director	\$45,000	<b>\$45,778</b>	2023
<a href="#">Sergeants Benevolent Association</a>	NY	\$256,006	Controller	\$13,186	<b>\$11,532</b>	2023
<a href="#">Feeding The Spirit</a>	PA	\$256,499	Executive Di	\$24,000	<b>\$23,163</b>	2023
<a href="#">The Helping Hand Of Greater Little Rock Inc</a>	AR	\$257,350	Executive Director	\$42,000	<b>\$44,379</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Palatka Christian Service Center Inc</a>	FL	\$224,972	Executive	\$23,555	<b>\$20,801</b>	2024
<a href="#">Families And Individuals Sharing Hope</a>	MN	\$224,642	Executive Director	\$87,097	<b>\$80,901</b>	2024
<a href="#">Love Chatham</a>	NC	\$258,776	Executive Dir.	\$42,068	<b>\$42,068</b>	2023
<a href="#">Hope Sanger</a>	CA	\$222,641	Ceo/president	\$32,500	<b>\$27,160</b>	2023
<a href="#">Angel Heart Pajama Project</a>	AZ	\$220,442	Executive Di	\$60,000	<b>\$54,244</b>	2024
<a href="#">Saint Francis Center Of The City Of Long</a>	CA	\$262,475	Executive Dir.	\$32,400	<b>\$27,077</b>	2023
<a href="#">Hebrew Free Loan Association Of Washington State</a>	WA	\$265,618	Executive Director	\$38,200	<b>\$32,150</b>	2024
<a href="#">Abrahams House</a>	WA	\$266,383	Director	\$83,000	<b>\$71,918</b>	2023
<a href="#">Rockdale Emergency Relief Fund Inc</a>	GA	\$266,480	Director	\$40,000	<b>\$36,833</b>	2025

**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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

**PEER COUNT** 83 organizations. Compensation range \$5,647–\$123,253; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$241,226); for reference, expenses \$183,774 and assets \$440,518.

**ROLE MATCH** Karen King, reported title "OFFICE MANAGER", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 5 peers 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	46 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	41 <sup>st</sup>
Reportable pay only (column D), adjusted	47 <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 (Karen King) 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 83 similarly situated organizations (Same NTEE sector (P60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$37,500 is reasonable (approximately the 46<sup>th</sup> 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.