

# Hardwick Area Food Pantry Inc

Executive Director / CEO

EIN 364540160

VT · NTEE K31

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Heather Davis, Executive Director / CEO** (\$16,566) against **every comparable organization** that fit the selection criteria — **76** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **20<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

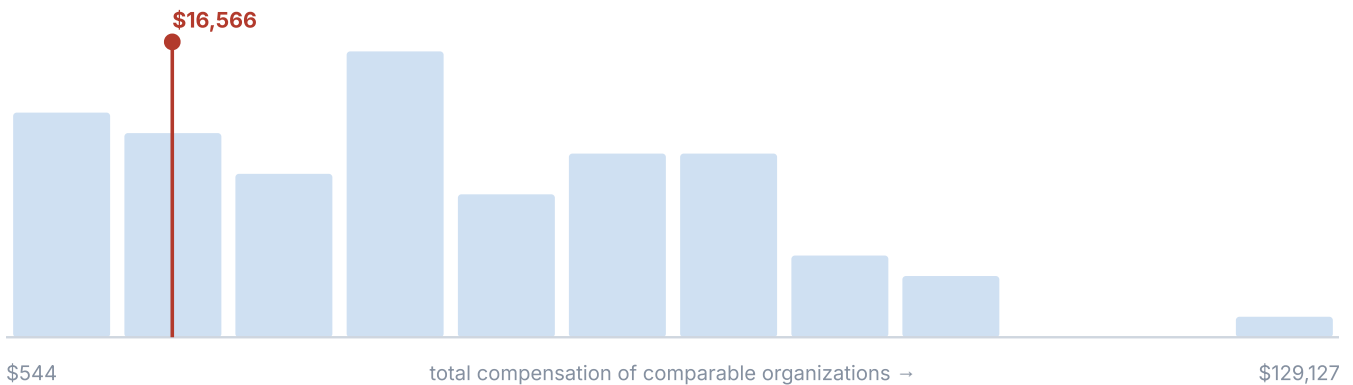
**Benchmarked executive:** Heather Davis — reported title "Executive Director", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (K31).
BUDGET	Total revenue between \$255,161 and \$571,257 — 0.67x to 1.50x the subject's \$380,838 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (K31), nationwide + budget 0.67–1.5x revenue.

**76** organizations qualified on sector, size, and geography → **76** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,104	\$19,770	\$38,399	\$61,929	\$76,265	<b>\$16,566</b>
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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 VT 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="#">Bushels Of Blessings</a>	NJ	\$382,269	Executive Director	\$15,217	<b>\$13,498</b>	2024
<a href="#">The Good Shepherd Food Pantry Of Bertie County Nc Inc</a>	NC	\$379,382	Executive Director	\$48,640	<b>\$51,407</b>	2023
<a href="#">Illinois Valley Food Pantry</a>	IL	\$378,887	Executive Dir.	\$44,792	<b>\$42,622</b>	2025
<a href="#">Porch-hillsborough</a>	NC	\$383,696	Director	\$15,280	<b>\$16,149</b>	2023
<a href="#">Guardians Of Hope Inc</a>	MT	\$373,796	Secretary	\$22,752	<b>\$24,366</b>	2024
<a href="#">South Corvallis Food Bank</a>	OR	\$388,150	Executive Director	\$33,959	<b>\$31,332</b>	2024
<a href="#">Charity Series Of Poker</a>	NV	\$388,171	President	\$67,333	<b>\$69,036</b>	2023
<a href="#">Murphysboro Food Pantry Inc</a>	IL	\$373,004	Exec Director	\$72,937	<b>\$71,241</b>	2024
<a href="#">New Life Ministries - Indiana Inc</a>	IN	\$372,659	President	\$16,885	<b>\$18,214</b>	2023
<a href="#">Helping Hands Caring Hearts Inc</a>	AR	\$396,581	Executive Di	\$29,280	<b>\$32,699</b>	2024
<a href="#">Irondequoit Community Cupboard Inc</a>	NY	\$363,688	Executive Director	\$50,013	<b>\$46,226</b>	2023
<a href="#">Appling County Food Bank Inc</a>	GA	\$363,120	Director	\$16,821	<b>\$16,804</b>	2024
<a href="#">Guilderland Food Pantry Inc</a>	NY	\$358,568	Executive	\$26,590	<b>\$23,872</b>	2024
<a href="#">Tennessee Food On Foot Foundation Inc</a>	TN	\$358,356	President	\$13,500	<b>\$14,098</b>	2024
<a href="#">Storehouse Food Pantry</a>	TN	\$403,881	Treasurer	\$5,900	<b>\$6,343</b>	2023
<a href="#">Food Pantry Of Jeff Davis County Inc</a>	TX	\$352,735	Executive Director	\$35,614	<b>\$35,394</b>	2024
<a href="#">Gatesville Care Center</a>	TX	\$410,582	Co-director	\$20,400	<b>\$20,274</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Lovve Project</a>	CO	\$346,015	Executive Di	\$49,808	<b>\$47,450</b>	2024
<a href="#">Caring And Sharing Food Pantry Inc</a>	OH	\$345,976	Executive Di	\$17,745	<b>\$18,673</b>	2024
<a href="#">Pantry 279 Inc</a>	IN	\$342,724	Director	\$8,573	<b>\$8,982</b>	2024
<a href="#">King Ferry Food Pantry Inc</a>	NY	\$338,002	Executive Director	\$43,500	<b>\$39,053</b>	2024
<a href="#">Feed The Needy</a>	TN	\$424,121	Chairwoman And Ceo	\$32,196	<b>\$33,623</b>	2024
<a href="#">Veggies To Table</a>	ME	\$425,428	Director	\$42,060	<b>\$41,843</b>	2024
<a href="#">Feeding Wilmington Inc</a>	NC	\$330,442	Chair-elect	\$23,644	<b>\$24,272</b>	2024
<a href="#">Pearland Neighborhood Center</a>	TX	\$432,212	Executive Director	\$47,544	<b>\$48,646</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VT 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 VT 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	76 organizations. Compensation range \$544–\$129,127; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$380,838); for reference, expenses \$392,401 and assets \$232,049.
ROLE MATCH	Heather Davis, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	20 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	20 <sup>th</sup>
Reportable pay only (column D), adjusted	22 <sup>nd</sup>
All sources (D + E + F), adjusted	20 <sup>th</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 (Heather Davis) 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 76 similarly situated organizations (Same NTEE sector (K31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$16,566 is reasonable (approximately the 20<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.