

Feeding The Spirit

Executive Director / CEO

EIN 452838281
 PA · NTEE P60
 FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Deborah Thackrah, Executive Director / CEO** (\$24,000) against **every comparable organization** that fit the selection criteria — **90** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **19th** percentile of comparable organizations below the typical range for comparable organizations

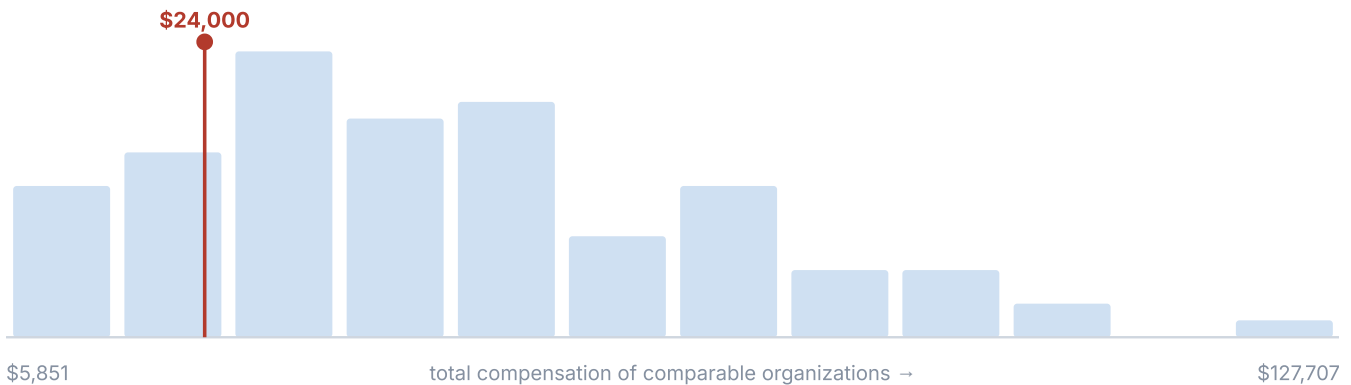
Benchmarked executive: Deborah Thackrah — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P60).
BUDGET	Total revenue between \$171,854 and \$384,748 — 0.67x to 1.50x the subject's \$256,499 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P60), nationwide + budget 0.67–1.5x revenue.

90 organizations qualified on sector, size, and geography → **90** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,990	\$28,077	\$43,939	\$62,382	\$83,852	\$24,000
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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 PA 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
Sergeants Benevolent Association	NY	\$256,006	Controller	\$13,186	\$11,948	2023
The Helping Hand Of Greater Little Rock Inc	AR	\$257,350	Executive Director	\$42,000	\$45,983	2024
Love Chatham	NC	\$258,776	Executive Dir.	\$42,068	\$43,588	2023
Good Neighbors Of Blount County	TN	\$253,975	Executive Director	\$45,000	\$47,432	2023
Saint Francis Center Of The City Of Long	CA	\$262,475	Executive Dir.	\$32,400	\$28,055	2023
Project Hope	MT	\$248,418	Executive Director	\$15,720	\$16,992	2023
Hebrew Free Loan Association Of Washington State	WA	\$265,618	Executive Director	\$38,200	\$33,312	2024
Good Neighbors Inc	KY	\$247,075	Exec Director	\$32,583	\$34,096	2024
Abrahams House	WA	\$266,383	Director	\$83,000	\$74,517	2023
Rockdale Emergency Relief Fund Inc	GA	\$266,480	Director	\$40,000	\$38,164	2025
Partners In Outreach	PA	\$244,646	Executive Di	\$17,980	\$17,464	2024
Hickory Nut Gorge Outreach Inc	NC	\$241,226	Office Manager	\$37,500	\$38,855	2023
New Jersey Voluntary Organizations	NJ	\$240,842	Executive Director	\$97,753	\$85,009	2024
Wright County Crisis Center	MO	\$239,794	Manager	\$31,329	\$33,274	2023
Church Response	SD	\$274,777	Pantry Manager	\$21,546	\$23,845	2023
Hidalgo Sin Fronteras	AZ	\$238,167	Director	\$16,920	\$15,850	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Circle City Relief Inc	IN	\$237,888	Exec. Director	\$50,000	\$51,358	2024
Paulys Project	CA	\$236,942	President	\$66,425	\$55,867	2024
Val Verde Border Humanitarian Coalition	TX	\$276,259	Foundation Mgr.	\$63,807	\$62,167	2024
Love Inc Of Douglas Co Lakes Area	MN	\$234,241	Executive Di	\$63,159	\$62,581	2023
First Step Back Home Inc	MO	\$232,222	President	\$42,000	\$44,608	2023
Apron Inc	KY	\$281,811	President	\$21,000	\$22,624	2023
Alzheimer's Outreach Center	GA	\$282,549	Agency Direc	\$24,716	\$24,920	2023
Provisions Food Pantry And Thrift Store	NH	\$229,954	Executive Director End 10/2024	\$17,798	\$16,006	2024
Gulf Coast Community Ministries Inc	MS	\$229,480	Executive Director	\$27,978	\$31,247	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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	90 organizations. Compensation range \$5,851–\$127,707; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$256,499); for reference, expenses \$290,491 and assets \$303,867.
ROLE MATCH	Deborah Thackrah, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	6 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	19 th
Total compensation (D + F), as reported (no adjustments)	18 th
Reportable pay only (column D), adjusted	22 nd
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 (Deborah Thackrah) 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 90 similarly situated organizations (Same NTEE sector (P60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,000 is reasonable (approximately the 19th 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.