

Thirsty Lands Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Gwen Miller, Executive Director / CEO** (\$1,600) against **every comparable organization** that fit the selection criteria — **18** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 6th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Gwen Miller — 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 (M20).

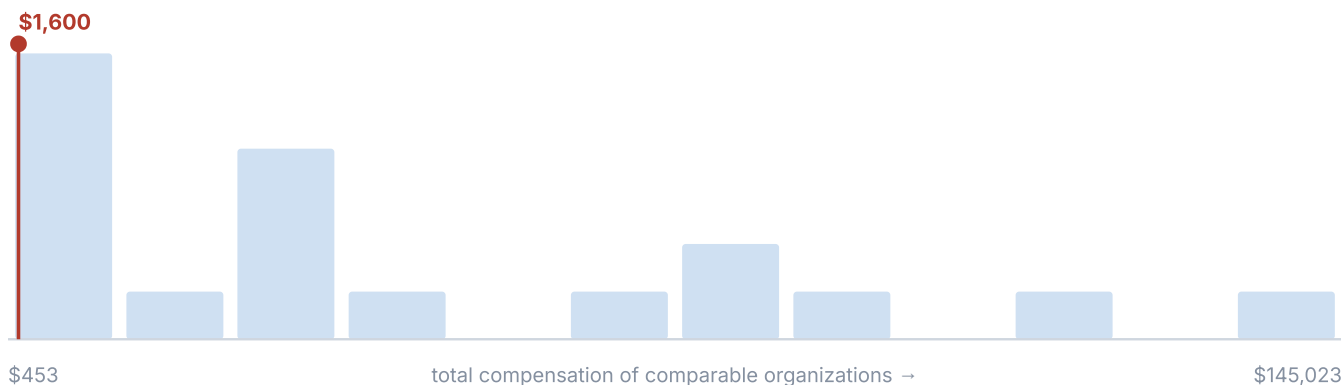
BUDGET Total revenue between \$86,036 and \$192,619 — 0.67x to 1.50x the subject's \$128,413 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (M20), nationwide + budget 0.67–1.5x revenue.

18 organizations qualified on sector, size, and geography

→ **18** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,362

\$10,133

\$28,275

\$73,438

\$99,007

\$1,600



■ 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
Solar Responders Inc	NY	\$128,727	Founder/ceo	\$100,000	\$93,290	2023
Pender United Inc	NC	\$133,204	Executive Director	\$24,000	\$26,651	2022
Greene County Interfaith Volunteers	NC	\$122,266	Ex Director	\$41,760	\$43,269	2024
Acts Allowing Christ To Shine Inc	IN	\$135,174	President	\$61,180	\$66,608	2023
Amo Membership Assistance Program Trust	FL	\$136,225	Trustee	\$80,688	\$76,010	2024
Dewey Henderson United Professional	KY	\$119,230	Executive Director	\$11,395	\$12,276	2024
Eastport Chemical Fire Engine Company Nu	NY	\$116,198	Secretary	\$500	\$453	2024
Westhaven Water Supply Corporation	TX	\$141,971	General Manager	\$15,945	\$15,994	2024
Iada Foundation	ID	\$142,147	Executive Director	\$105,318	\$112,347	2024
Lovington Comm Ambulance Serv Inc	IL	\$145,867	Treasurer	\$4,050	\$4,111	2023
Capracare Inc	NY	\$154,101	President & Ceo	\$10,097	\$9,419	2023
Florida National Guard Foundation Inc	FL	\$154,888	Executive Dir.	\$31,200	\$29,391	2024
The Elevated Studio Inc	NY	\$161,388	Executive Director/president	\$35,600	\$33,212	2023
Good Will Fire Company Of Bridgeport Pa	PA	\$94,439	President	\$4,470	\$4,470	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Georgia Association Of Realtors	GA	\$93,549	Ceo	\$26,163	\$27,159	2023
Bowmanstown Volunteer Fire Company	PA	\$170,750	Treasurer	\$7,800	\$7,800	2024
Ua Charitable Fund Trust	MD	\$174,618	Trustee	\$154,691	\$145,023	2024
Carlton Complex Long Term Recovery Group	WA	\$175,703	Executive Director	\$84,335	\$75,715	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 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	18 organizations. Compensation range \$453–\$145,023; filing years 2022–2024.
SIZE BASIS	Matched on total revenue (\$128,413); for reference, expenses \$136,674 and assets \$700,512.
ROLE MATCH	Gwen Miller, reported title " <i>Executive Dir.</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.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	6 th
Total compensation (D + F), as reported (no adjustments)	6 th

Reportable pay only (column D), adjusted

39th

All sources (D + E + F), adjusted

6th

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 (Gwen Miller) 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 18 similarly situated organizations (Same NTEE sector (M20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$1,600 is reasonable (approximately the 6th 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.